

PHA Plans

5-Year Plan for Fiscal Years 2001 - 2005

Annual Plan for Fiscal Year 2001

NOTE: THIS PHA PLANS TEMPLATE (HUD 50075) IS TO BE COMPLETED IN ACCORDANCE WITH INSTRUCTIONS LOCATED IN APPLICABLE PIH NOTICES

PHA Plan Agency Identification

PHA Name: Philadelphia Housing Authority

PHA Number: PA002

PHA Fiscal Year Beginning: 04/01/01

Public Access to Information

Information regarding any activities outlined in this plan can be obtained by contacting: (select all that apply)

- ☒ Main administrative office of the PHA
Asset Management Department
(215) 684 - 4009

Display Locations For PHA Plans and Supporting Documents

The PHA Plans (including attachments) and Supporting Documents are available for public inspection at:

- ☒ 642 North Broad Street, Admissions and Occupancy Office
☒ 712 North 16th Street, Scattered Sites Management Office

5-YEAR PLAN
PHA FISCAL YEARS 2001 - 2005
[24 CFR Part 903.5]

A. Mission

☒ The mission of the Philadelphia Housing Authority is to provide quality housing for the low and very low income families of Philadelphia well into the 21st century by improving the management systems and buildings, using the best property management principles, and by forming partnerships with the wider community to increase available resources.

B. Goals

HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.

A statement in *Italics* following each objective represents a progress report on meeting Agency Plan goals and objectives.

☒ PHA Goal: Establish Property Management Services as the core business objective of the PHA

Objectives:

☒ Reduce backlog of work orders by 25% per year for the next two years.
Backlog reduced by 55% during the past year.

☒ Through Modernization, Structural Maintenance and Repair Teams. (SMART), Vacancy Reduction Unit and Site Maintenance teams, reduce actual public housing vacancies by 2% per year for the next two years.
The principal focus of leasing activities for vacant units from January to June 2000 has been to provide emergency transfers and relocations for existing PHA residents. During the remainder of the year, PHA will implement new A&O policies such as resident unit selection that is anticipated to significantly reduce the overall number of vacant units.

☒ Achieve a "C" or better in the indicator for physical condition of units and properties in PHAS. *Through modernization and new construction activities, PHA achieved a "C" for the physical condition of PHA units under the new HUD regulations. PHA will continue to improve in this area.*

☒ Maintain an "A" in inspections of units and systems in PHAS. *PHA has consistently received an "A" in this area.*

☒ Implement Site-Based Waiting Lists at all Conventional, Scattered Site and Alternatively Managed Properties. *HUD has approved site-based waiting lists*

for Southwark Plaza and Spring Garden Scattered Sites Revitalization Project. Currently, PHA is developing a waiting list management procedure for Conventional and Scattered Sites, which provides applicants, in wait list order, an opportunity to select any of the PHA vacant units. PHA will continue to implement Site-Based Waiting Lists at all elderly developments and alternatively managed properties.

- ☒ PHA Goal: Develop a sound and sustainable approach to public safety services
Objectives:
 - ☒ Reduce Part 1 crimes at conventional PHA properties and their immediate vicinities by at least 2% per year. *Part 1 Crimes reduced by 17% for the year 2000.*
 - ☒ Reduce Part 2 crimes at conventional PHA properties and their immediate vicinities by at least 3% per year. *Part 2 Crimes reduced by 10 % for the year 2000.*
 - ☒ Establish all occupied conventional PHA sites as Drug Free Zones. *Establishment of public housing as drug-free zones will require State Legislation. Legislative staff is currently in the process of researching Pennsylvania statutes to ensure that this legislation can move forward.*
 - ☒ Expand jurisdiction of PHA Police to include the whole City of Philadelphia and improve coordination with City of Philadelphia police force. *The PHAPD is currently in negotiation with the Philadelphia Police Department to amend the MOU and to continue with limited jurisdiction to PHA properties. A new MOU is being negotiated to allow PHAPD to access and download Philadelphia Police Department's Incident Reports.*
 - ☒ Implement Operation Take-Charge at select conventional PHA sites, where warranted. *PHA is currently evaluating the plan to determine the implications of Operation Take-Charge at selected sites as a Pilot Program.*
 - ☒ Establish Neighborhood Town Watch groups. *Planning stages at Liddonfield, Whitehall, Johnson Homes and West Park. Recruitment meetings have been held at each of these locations and the Philadelphia Town Watch group is working with the residents. A Neighborhood Town Watch Group is also being considered for Mill Creek.*
 - ☒ Support the DARE program and serve the children residing at PHA developments at the rate of two schools per term. *Two full-time officers are assigned to provide DARE program curriculum at seven schools for approximately 2,000 pupils.*
- ☒ PHA Goal: Develop and implement practices that focus on improving the condition of each PHA property.
Objectives:

- ☒ Fully implement site-based budgets, monitoring and management procedures at all PHA Conventional and Scattered Sites. *Site-based budgets have been developed for each Scattered Site Community-Based Management Office (CBMO) for Year 2000. Conventional development budgets will be prepared for Year 2001. Monitoring procedures were developed and implemented for Conventional and Scattered Sites. Monthly reports are prepared, reviewed and approved by the General Managers of Conventional and Scattered Sites. Decentralized management procedures have been developed for all sites, and training and implementation will be completed by December 31, 2000.*
- ☒ Complete and implement remaining 50% of site-based management plans by mid-FY2001. *Completed scattered sites CBMO, site-based management plan implementation. Conventional development, site-based management plans were completed in the third quarter of 2000. Conventional development Site-Based Management Plan implementations are scheduled for completion by December 31, 2000.*
- ☒ Train the remaining 50% of managers on developing and using site-based budget and management plans by 2001. *Budget training and monitoring has been provided to all management staff. Each year, Scattered Site CBMO site-based budgets are prepared and analyzed by site staff to identify variances and control spending. As site-based management plans are implemented for conventional sites, the site-based budgets will incorporate the goals and objectives of the plans. The site-based management plans include financial tracking and management processes.*
- ☒ Implement post-audit evaluation procedure at 100% of PHA properties. *Area Managers conduct monthly audits, including Resident and Maintenance file reviews, review of occupancy cards, vacancy tracking and rent tracking. Deficiencies are identified, recommendations for corrective action given, and a time frame for response is designated.*
- ☒ Implement 202 Conversion Plans for Passyunk, Cambridge, and Mill Creek High Rises. *Relocation has been completed for Passyunk Homes and Mill Creek High Rises. Two towers at Cambridge Plaza are also closed. The closure of the row homes at Cambridge is scheduled for completion by December 31, 2000.*
- ☒ Complete a total of 564 unit conversions/redevelopment at Richard Allen (Phase I & II: 323 Units) Schuylkill Falls (103 Units) and Martin Luther King (138 Units) through HOPE VI. *Richard Allen Phase I: 76 units are back on line with an additional 150 units scheduled to be on line in October; Phase II: Off-site relocation will be completed by February 2001. Schuylkill Falls: Phase I relocation is on going. Martin Luther King: Relocation and demolition has been completed.*

- ☒ Fully implement an Asset Management and Oversight function within PHA for alternatively managed/redeveloped properties. *Established Asset Management Department to provide oversight and monitoring of AMEs to ensure compliance with performance standards.*

☒ PHA Goal: Improve the productivity and efficiency of the PHA's housing and development operations.

Objectives:

- ☒ Train all employees in Loss Safety Training by mid-FY 2000. *All Police and Non-Police drivers; and Supervisors with Major Systems, Police, Community Resource Development, Site Managers, and Community-Based Site Managers are currently receiving or scheduled to receive Loss Safety Training.*
- ☒ Develop a strategy to obtain a set aside of tax credits from the state to be made available for HOPE VI and other PHA redevelopment projects. *PHA has met with officials of the State Legislature to discuss the possibility of establishing bond-financing legislation with tax credit financing authority for public housing redevelopment activities. The Pennsylvania Housing Finance Agency also indicated a willingness to prioritize public housing redevelopment activities in FY 2001 and to develop a financial instrument for a first-time homebuyer's program.*
- ☒ Provide computer training for all Operations employees on basic computer operation, Lotus Notes, entering cash/rent at the sites, relevant CCS modules, running batch processing, and contract monitoring by mid-FY 2000. *Training for all operations staff is complete.*
- ☒ Complete full implementation of warranty tracking system by mid-FY 2000. *Program is fully implemented with entry of warranty data ongoing.*
- ☒ Provide targeted training on Supervisory Skills to all supervisory personnel by 2001. *The Human Resources Department has developed a training program for supervisory personnel in the areas of (1) progressive discipline; (2) probationary employees; (3) sexual harassment; and (4) absenteeism.*
- ☒ Through aggressive lease enforcement, increase rent collection to 90% or better within 5 years. *Rent collection is now at 92%, which represents a 4% increase from last year. Lease terminations are filed more quickly; and the PHA repayment plan has been successfully established.*
- ☒ Establish a streamlined application process for the purpose of demolishing, disposing, and/or acquiring scattered site properties in response to market opportunities. *Demolition and Disposition process approved by HUD in FY 2000 Agency Plan.*

☒ PHA Goal: Develop and Implement Management Improvement strategies to enhance the administration of the Section 8 program and service delivery to Section 8 households and their communities.

Objectives:

- ☒ Achieve a consistent High Performer SEMAP rating. *The Section 8 Program received a High Performer SEMAP certification for the fiscal year ending 3/31/00.*
- ☒ Apply for additional vouchers, as they become available. *PHA was awarded 696 vouchers under the Fair Share Notice of Funding Availability, and 1,435 vouchers for relocation and replacement housing for Richard Allen, Schuylkill Falls, Scattered Sites and Southwark. Pending requests include: 100 vouchers for Family Unification, 75 vouchers for Disabled Residents.*
- ☒ Initiate a Section 8 Homeownership Program with participation available to all eligible recipients of PHA Section 8 assistance recipients. *The Homeownership Plan is PHA Board approved and scheduled for implementation by January 31, 2001.*
- ☒ Submit waiver request to Project-Base Up to 50% of Section 8 Vouchers. *Waiver request letter submitted to HUD, July 2000; no response from HUD on this issue. PHA submitted an application for designation as a Moving To Work participant, including a waiver to Project-Base Section 8 vouchers.*

HUD Strategic Goal: Improve community quality of life and economic vitality.

- ☒ PHA Goal: Develop and implement strategies addressing the unique operating needs of the PHA scattered site portfolio and its impact on the surrounding communities.

Objectives:

- ☒ Complete inspections and cost estimates at 100% of scattered sites units by 2001. *Eighty-three percent of the inspections and cost estimates have been completed. The inspections are scheduled for completion by January 2001.*
- ☒ Complete Demolition/Disposition, Redevelopment or Rehabilitation Plan for 100% of scattered site units by 2002, implement in conjunction with other neighborhood revitalization efforts. *Eastern North Philadelphia Master Planning activities in collaboration with CDC's, city agencies and neighborhood based nonprofits, are moving forward and focused on the area with the highest concentration of public housing scattered sites. Implementation will address a large percentage of the deteriorated inventory. Discussions regarding scattered sites inventory are ongoing citywide. To facilitate implementation of planned scattered sites activities, 2 Requests for Proposals are being prepared to treat vacant lots and properties. PHA has received bids to construct 109 new scattered site townhouses on parcels citywide.*

During the upcoming year, PHA intends to finalize the proposed schedule of activities for the Eastern North Philadelphia Master Plan and to convert the "Asset Development-Asset Management Strategy for Scattered Sites Public Housing" into a citywide plan. This implementation plan will target

demolition activities, disposition of properties and parcels, and internal rehabilitation through the SMART Program. It will also incorporate plans to add scattered site units to our inventory through PHA acquisition and mixed finance development program activities.

- ☒ Apply for and implement neighborhood based HOPE VI for Scattered Sites. A *HOPE VI Application for Scattered Sites was submitted and denied. PHA intends to re-apply for HOPE VI Funding from HUD, upon the issuance of the next Notice of Funding Availability.*

- ☒ Fully implement Asset Development-Asset Management Strategy for Scattered Site Public Housing. *The Development Department has been collaborating with the city's community development corporations to convey scattered sites property for housing and economic development. Negotiations with other city departments are ongoing to reduce and/or waive fees. Eastern North Philadelphia Master Planning activities are moving forward.*

An RFP is being prepared for a mixed-finance development of consolidated parcels to leverage public housing funds through creative public and private partnerships. A second RFP is being prepared to target to individuals and community organizations to acquire and develop PHA properties without PHA financial assistance.

- ☒ PHA Goal: Establish public private partnerships that leverage PHA's resources and enhance its role in the community.

Objectives:

- ☒ Increase participation in PHA daycare program to maximum capacity and successfully solicit \$90,000 in FY 2000 and increasing amounts in subsequent years from non-PHA sources so that by 2004 the program no longer requires a PHA subsidy. *PHA increased the amount of subsidy coming from DPW for a projected increase of \$42,344 (assuming same enrollment) and requested retroactive funds from Head Start (\$75,628) for a total of \$117,972. A marketing plan is under development and the establishment of daycare as an employee benefit has been approved.*
- ☒ Successfully solicit \$400,000 per year in joint applications with other nonprofit organizations. *In conjunction with TSSI, a grant of \$448,000 was obtained from First Union Foundation to support participants in the Pre-Apprentice Training Program who are not eligible under the requirements of the Welfare to Work grant from the Commonwealth of Pennsylvania.*
- ☒ Fully utilize three-year commitment by Philadelphia Commercial Development Corporation to provide revolving loan funds and technical assistance for 30 resident-owned businesses. *Microloan committee under formation, two*

businesses in the pipeline, and six additional entrepreneurs undergoing business plan development training through Universal Communities.

- ☒ Fully utilize \$150,000 in support services provided by human service agencies for apprentices and maintain or increase level of support annually. *The GED/remedial education and coaching in the computer lab are offered by the Community College of Philadelphia in the Pre-Apprentice Program four mornings per week at no cost to PHA (Value: \$112,000); DPW provides tools, uniforms and two weeks of transportation (Value: \$10,780); and 17 IBM computers (Value \$34,000) for a total value of \$156,780.*

- ☒ Complete implementation of HOPE VI projects for which funds have been awarded prior to FY 2000. *Implementation is on schedule for each of the three HOPE VI sites: Martin Luther King (MLK), Richard Allen and Schuylkill Falls. Relocation, demolition and site clearance have been completed for MLK and a Master Developer Agreement has been completed, and construction is scheduled to begin before October 31, 2000.*

Relocation for Phase III at Richard Allen is scheduled for completion by December 2000. Phase II construction (150 units) will be completed by November 2000, and Phase III construction (178 units) is scheduled to begin by May 2001.

Relocation is on an aggressive schedule at Schuylkill Falls and anticipated to be completed by February 2001; a Master Developer Agreement was executed for Schuylkill Falls with construction scheduled to begin in February 2001.

- ☒ PHA Goal: Examine areas where PHA can reduce cost and administrative overhead.

Objectives:

- ☒ Continue to monitor savings in decision to purchase General Liability, Property/Fire and Fidelity Insurance through Housing Authority Insurance (HAI) rather than self-insuring. *Decision was made to purchase General Liability, Property, Fire and Fidelity Insurance through HAI.*
- ☒ Complete implementation of the Philadelphia Housing Authority Development Corporation for the acquisition, renovation, construction, lease transfer, mortgage and managing of real property; accomplished in part by the hiring of provisional employees. *A plan was presented to HUD for approval of PHADC to implement and carry out this mission but it has not been approved by Regional or National HUD.*
- ☒ Complete implementation of the Tenant Support Services, Inc. to provide skilled workers to the Authority for the maintenance, repair and construction of housing units owned by the Authority. *A subsidiary agreement has been developed and submitted to HUD for approval.*

- ☒ Continue efforts to reduce costs from unnecessary Worker's Compensation Claims, either fraudulent or preventable. *PHA continues to monitor claims activity through the monthly claims review with PHA's insurance agent, TPA and PHA's "door knocker" program in delivering Worker's Compensation checks to suspect claimants.*
- ☒ Implement Utility Management Savings Plan. *Negotiated Energy Audit Agreements have been established for bidding purposes, which will be used for energy audits at 20 PHA conventional sites. Under a Moving To Work Demonstration Program, these audits will be conducted to maximize reductions in utility consumption and rates.*
- ☒ Reduce average number of days required to pay invoices to less than 30 days. *PHA has implemented an on-line requisition system in Lotus Notes to electronically route requisitions. This eliminates the use of paper on most transactions and expedites the issuance of purchase orders. The accounts payable department issues checks within three to ten days of receipt of properly completed vouchers.*
- ☒ Obtain exemption or reduction in licensing, permitting, user and consumption fees imposed by public and quasi-public agencies or departments, through existing cooperation, intergovernmental and other such agreements, by FY 2002. *Negotiations with other city departments are ongoing. Some fees have been waived or reduced on a project-by-project basis.*

HUD Strategic Goal: Promote individual and family self-sufficiency and asset development.

- ☒ PHA Goal: Engage other institutions to assist PHA in developing and implementing strategies that promote economic enhancement of PHA residents.

Under the Moving To Work Demonstration Program, PHA would have the opportunity to develop a Comprehensive Family Self-Sufficiency Program that would serve residents of Public and Section 8 housing to address the families' needs including such programs as specialized skills training, job counseling, substance abuse counseling and homeownership counseling.

Objectives:

- ☒ Fully utilize and insure the renewal of a Memorandum of Understanding with Temple University to enroll five residents per year. *Five residents per year have enrolled at Temple University. One resident has graduated. Negotiations are underway for a renewed MOU to enroll five residents per year beginning in FY 2001.*

- ☒ Fully utilize and insure the continuation of a Memorandum of Understanding with the Community College of Philadelphia (CCP) to provide college preparatory training for 20 residents per year. *CCP provided training to 112 residents in the Pre-Apprentice Program. PHA also received a \$20,336 award from the PA Department of Education to be contracted out to CCP or another provider.*
- ☒ Fully utilize the 200 available Youthworks summer job slots and insure its annual continuation. *197 youths were employed in the PHA Skills for Life program; 28 youths were placed with the Recreation Department after slots were filled in the Skills for Life component.*
- ☒ Place 50% of pre-apprenticeship graduates into certified apprenticeship programs; place 30% into construction employment. *Nineteen of 70 program graduates entered apprenticeships with a rate for cycles 1 & 2 at 38%. Sixteen of 70 graduates entered construction employment with a rate for cycles 1 & 2 at 23%. Nine of 70 graduates entered non-construction employment for an employment rate for cycles 1 & 2 at 13%. The combined employment rate for cycles 1 & 2 is 63%.*
- ☒ Place at least 100 residents in Section 3 or other private sector employment each year. *The Pre-Apprentice Program and the Nursing Assistant Program are responsible for 139 placements. Additional 26 placements were made with UPS. The summer food program employed 52 residents. The placement total of 217 exceeds the annual placement goal by 117%.*
- ☒ Solicit an annual commitment of \$50,000 from private lending institutions to fund a loan pool allowing the establishment of 10 resident owned businesses. *Solicited and obtained a Memorandum of Understanding with the U.S. Small Business Administration to support the capitalization of resident-owned businesses for up to \$80,000 per application when PHA debt participation is subordinated.*
- ☒ Increase homeownership within the scope of approved Homeownership Programs by 3%. *The Homeownership Division increased homeownership by 4% within the past year for the 5(h) program; and by 15% for the Turnkey Program.*
- ☒ Fully integrate successful Regional Opportunities Counseling Program with targeted enrollment of providing assistance to 80 families during the first year. *Ninety-seven families have been successfully relocated to lower impacted areas.*
- ☒ Continue to ensure accessible housing for persons with disabilities, including PHA's program to make individual accommodations, as needed and to make a minimum of 5% of units accessible that are undergoing modernization. *Newly accessible units at Whitehall, Norris, Fairhill, Blumberg, Hill Creek and Courtyard Apartments at Riverview are being completed as scheduled.*

New PHA Three-Year Strategic Operating Plan

In July 2000, the Philadelphia Housing Authority (PHA) began a process to develop a three-year strategic operating plan. This process was completed in November 2000 and represents a comprehensive plan to address low-income housing needs, support the Mayor of Philadelphia's Neighborhood Transformation and Blight Elimination Program, and directly participate in HUD's Moving To Work Demonstration Program. PHA intends to augment the approved Five-Year plan in the FY 2000 Agency Plan with the following new strategic operating plan.

Mission:

To provide quality housing for low and very low income families of Philadelphia well into the 21st century by improving facilities, achieving excellence in property management, providing opportunities for resident economic enhancement, and by forming strategic partnerships with the wider community.

PHA Goal 1: Achieve Excellence In Property Management.

Objectives:

- ☐ Improve Physical Characteristics And Condition Of PHA Properties.
- ☐ Implement Conventional Housing Site-Based Management Plans, That Improve Physical Conditions, Systems, Inspections and Maintenance.
- ☐ Improve Administration Of The Admissions And Continued Occupancy Policy (ACOP).
- ☐ Develop And Implement Program of Tenant Responsibility And Lease Enforcement.

PHA Goal 2: Achieve Excellence In The Management Of The Section 8 Program And Enforce Program Compliance.

Objectives:

- ☐ Improve Utilization Of Section 8 Housing Assistance, Partly By Reducing Its Concentration In Certain Neighborhoods.
- ☐ Establish A Program Of Continuous Improvement For The Administration Of Section 8.
- ☐ Increase Section 8 Financial Resources Available to PHA Through Improved Use of Project-Based Assistance.
- ☐ Provide Supportive Services To Encourage Section 8 Landlord Investment In Housing, And To Ensure Upkeep And Positive Contribution To Neighborhood.
- ☐ Ensure Property Compliance With PHA's Housing Quality Standards (HQS).
- ☐ Implement Section 8 Homeownership Program.

PHA Goal 3: Develop Affordable Quality Housing That Supports Balanced Communities.

Objectives:

- ☐ Initiate Neighborhood Planning Processes to Promote Balanced Communities.
- ☐ Support the Mayor Of Philadelphia's Neighborhood Transformation And Blight Elimination Program.
- ☐ Work With City Of Philadelphia Departments And Other Housing Agencies To Strategically Implement PHA Balanced Communities Program.
- ☐ Develop Rent Structure And Conversion Strategies That Promote Stability In PHA's Rental Housing Stock.
- ☐ Direct Rental Assistance To Properties In Need Of Repair Through Improved Use Of Project-Based Assistance.
- ☐ Formulate Assistance To Promote The Increase Supply Of Affordable Housing.
- ☐ Promote PHA Homeownership Opportunities.
- ☐ Develop and Implement a Capital Funding Strategy To Obtain Resources Crucial To The Preservation, Revitalization And Creation Of New Housing Development Opportunities.

PHA Goal 4: Implement Public Safety Programs That Promote The Well Being Of Our Neighborhoods And The Accountability Of Program Participants.

Objectives:

- ☐ Institute Effective Strategies Through Community Policing That Address Crimes Against Persons And Properties.
- ☐ Develop Program To Ensure Quality Of Life Through A Good Neighbor Policy.
- ☐ Establish Community Partnerships To Assist PHA In Promoting Public Safety Programs With Accountability.
- ☐ Establish A Police Advisory Board That Will Include Resident And Police Personnel.
- ☐ Establish Strategic Plan For Risk Management.
- ☐ Develop Comprehensive Emergency Management Systems.

PHA Goal 5: Implement an Asset Management and Asset Development Strategy for Scattered Sites.

Objectives:

- ☐ Analyze and Categorize Viability Assessment Data.
- ☐ Complete Redevelopment, Disposition and Demolition Plan for the Scattered Site Inventory in Conjunction with Other Neighborhood Revitalization Efforts.
- ☐ Apply for Neighborhood Based HOPE VI Funding for Scattered Sites.
- ☐ Continue Implementation of the Scattered Sites Homeownership Program.
- ☐ Complete the Scattered Sites Implementation of Site-Based Management Plans.
- ☐ Develop and Implement a Customer Relations Program for Community Based Management Offices (CBMO).

PHA Goal 6: Engage Other Institutions To Leverage Resources And Assist In Promoting Economic Enhancement And Supportive Services For PHA Residents.

Objectives:

- ☐ Coordinate Welfare To Work And Economic Empowerment Activities In All PHA Communities.
- ☐ Develop Educational, Job Training and Work Opportunities for Residents.
- ☐ Provide Youth Development Programs To Improve Academic Performance, Expand Cultural Awareness And Encourage Career Exploration.
- ☐ Improve Operation and Utilization of PHA Headstart and Daycare Centers.
- ☐ Expand Economic Development Initiatives Benefiting Residents.
- ☐ Promote Improved Health Care in PHA Communities.
- ☐ Provide Housing, Supportive Services and Other Counseling Services.
- ☐ Identify Partners, Develop, And Secure Resources To Sustain And Expand Service Programs.
- ☐ Establish a Community Service Program.
- ☐ Provide Residents with Financial and Operational Management Training.

PHA Goal 7: Improve The Productivity And Cost Effectiveness Of PHA's Operations.

Objectives:

- ☐ Improve PHA Staff Recruitment, Retention And Evaluation Process.
- ☐ Annually Identify And Upgrade Staff Training Programs To Accomplish PHA Business Objectives.
- ☐ Explore Business Models To Gain Productivity, Efficiencies, And Cost Savings.
- ☐ Fully Implement Warranty Tracking System And Utilize Data To Enforce PHA Contractual Agreements.
- ☐ Explore Alternative Insurance/Liability Coverage Methodologies.
- ☐ Develop And Implement A Utility Management Savings Plan.

PHA Goal 8: Improve Program Compliance, Reporting, Performance And Accountability.

Objectives:

- ☐ Develop Asset Management Protocol For All PHA And Alternatively Managed Sites In Conjunction With Internal Audit.
- ☐ Ensure That PHA Consistently Receives A Clean IPA, HUD And OIG Audit.
- ☐ Implement Approved Management Study Recommendations.
- ☐ Develop A PHA-Wide Process For Management Reviews Of Non-HUD Grant Programs.
- ☐ Establish Policies And Procedures In Conjunction With Resident Councils, On Resident Council Use Of Grant Funds And Other Income Sources.
- ☐ Improve Contract Monitoring, Performance, Reporting And Record-Keeping.

- ☐ Implement Approved Audit Plan To Confirm Performance Of Site-Based Managers.

PHA Goal 9: Maximize The Use Of Technology To Improve The Efficiency And Accountability Of PHA Operations.

Objectives:

- ☐ Implement The People Soft Enterprise Resource Planning (ERP) System.
- ☐ Maximize The Use Of Computer Technology to Automate Data Collection and Improve Productivity.
- ☐ Develop And Implement A Client Management System.
- ☐ Implement Call Center Technology.

PHA Goal 10: Expand Inter-Governmental Initiatives To Enhance The Ability Of PHA To Deliver Sound And Effective Public Services.

Objectives:

- ☐ Obtain "Moving To Work" Designation For PHA To Ensure Maximum Use of Resources.
- ☐ Participate In Legislative Initiatives To Promote Quality Of Life.
- ☐ Enhance Administrative Initiatives With Municipal Court To Increase Effectiveness Of The Eviction Process.
- ☐ Enhance Agreements And Partnerships With Local Government Agencies To Increase Service Levels For Impacted Programs.
- ☐ Seek The Cooperation Of Other Housing Agencies, Organizations, And Associations Nationwide In Legal Initiatives, Litigation And Legislation.

Annual PHA Plan PHA Fiscal Year 2001

[24 CFR Part 903.7]

i. Annual Plan Type:

☒ **Standard Plan**

Streamlined Plan:

- ☐ **High Performing PHA**
- ☐ **Small Agency (<250 Public Housing Units)**
- ☐ **Administering Section 8 Only**

☐ **Troubled Agency Plan**

ii. Executive Summary of the Annual PHA Plan

The focus of Fiscal Year 2001 activities at the Philadelphia Housing Authority will be to sustain a continued increase in the number and quality of affordable housing units available to eligible low-income families by improving maintenance, and operations, reducing overhead costs, and accelerating the schedule of redevelopment activities. Most FY 2001 activities will center on comprehensive program improvements, based on the reorganized administrative structure implemented over the past two years. By seeking to continue implementation and institutionalization of newly established programs, PHA will continue to improve the delivery of housing services.

On-going initiatives include implementing a comprehensive capital and redevelopment investment strategy to prioritize the modernization and redevelopment of PHA's scattered sites and conventional inventories in coordination with other neighborhood revitalization efforts, and implementing a comprehensive homeownership program. To help support these efforts, PHA is currently pursuing bond issuances up to approximately \$250 million to be secured by a portion of its capital funds.

The first phase of this financing is projected to close in the second calendar quarter of 2001. Under QHWRRA, housing authorities are able to utilize this type of financing vehicle in order to expedite revitalization. PHA will utilize these funds to accelerate the wholesale reconstruction and revitalization of certain of its properties to provide a modern, lower density plan that is more compatible with the surrounding neighborhoods.

PHA has also submitted a formal request and application to HUD to obtain a designation as one of six Housing Authorities approved for the Moving To Work Demonstration Program (MTW). PHA submitted a Plan to HUD and will negotiate an Agreement to implement the Plan. The general goal of the MTW Program is to enable housing authorities to most effectively provide housing and related services to low-income families through the implementation of innovative housing and self-sufficiency strategies.

Management initiatives include implementing an Enterprise Resource Planning (ERP) program, which will integrate business transactions throughout the Authority including the general ledger, capital budgets, procurement, inventory, human resources, payroll and contracts. ERP is a state of the art business application that will improve workflow and productivity. Other on-going initiatives include transitioning from ceiling rents to flat rents, and adopting a unified service delivery model to improve the self-sufficiency skills of PHA residents in an effort to deconcentrate poverty in Philadelphia neighborhoods.

In FY 2001, PHA will be strengthening two subsidiary nonprofits to reduce overhead costs, increase resident business and employment opportunities and improve housing and service delivery. The Philadelphia Housing Authority Development Corporation has been presented to HUD for approval. If approved, this non-profit subsidiary will be contracted to provide employment and training opportunities for PHA residents to allow PHA flexibility in the assignment of its' numerous renovations and modernization projects.

PHA has successfully contracted Tenant Support Services, Inc. (TSSI) to provide outreach, screening and job placement for PHA residents in pre-apprenticeship and apprenticeship programs and other PHA self-sufficiency activities. TSSI will also be responsible for resident relations and advocacy. Additionally, PHA intends to establish a third subsidiary land holding company to help streamline the consolidation and revitalization of the PHA scattered sites inventory.

iii. Annual Plan Table of Contents

[24 CFR Part 903.7 9 (r)]

Provide a table of contents for the Annual Plan, including attachments, and a list of supporting documents available for public inspection.

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Attachments

Indicate which attachments are provided by selecting all that apply. Provide the attachment's name (A, B, etc.) in the space to the left of the name of the attachment. Note: If the attachment is provided as a **SEPARATE** file submission from the PHA Plans file, provide the file name in parentheses in the space to the right of the title.

Required Attachments:

- ☒ A. Admissions Policy for Deconcentration (PA002a01a and PA002a01b).
- ☒ B. FY 2001 Capital Fund Program Annual Statement (PA002b01 – see tabs).
- ☒ C. Section 8 Homeownership Program Capacity Statement (PA002c01).
- ☒ D. Community Service Policy (PA002d01).
- ☒ E. Pet Policy (PA002e01).
- ☒ F. Progress in Meeting the Five-Year Mission and Objectives (PA002f01).
- ☒ G. Resident Membership of the PHA Governing Board (PA002g01).
- ☒ H. Membership of the Agency Plan Advisory Board, Resident and Public Participation (PA002h01).
- ☒ I. Resident Assessment Survey (PA002i01).

Optional Attachments

- ☒ J. PHA Management Organizational Chart (PA002j01).
- ☒ K. FY 2001 Capital Fund Program 5-Year Action Plan (PA002k01 – see tabs).
- ☒ L. Public Housing Drug Elimination (PHDEP) Plan (PA002l01).
- ☒ M. Institutionalization of Asset Management and Oversight Function within PHA for Alternatively Managed Properties. (PA002m01).
- ☒ N. Leveraging of Annual Capital Fund Allocation to Expedite Redevelopment of PHA Properties (PA002n01 and PA002n01b).
- ☒ O. Waiver Requests: Waiver Request Letter to Harold Lucas: Separation of PHAS Submission for Alternatively Managed Properties from PHA Managed Properties; Project Base up to 50% of PHA Allocation of Tenant-Based Section 8 Vouchers to Allow Implementation of Scattered Sites Plan; and Exception Rents for Participants in ROC Counseling, and Families with Disabled Household Resident(s) (PA002o01).
- ☒ P. Moving To Work Demonstration Program (PA002p01a and PA002p01b).

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
Volume 1	PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations	5-Year and Annual Plans
Volume 1	State/Local Government Certification of Consistency with the Consolidated Plan	5-Year and Annual Plans
Volume 1	Fair Housing Documentation: Records reflecting that the PHA has examined its programs or proposed programs, identified any impediments to fair housing choice in those programs, addressed or is addressing those impediments in a reasonable fashion in view of the resources available, and worked or is working with local jurisdictions to implement any of the jurisdictions' initiatives to affirmatively further fair housing that require the PHA's involvement.	5-Year and Annual Plans
Volume 1	Consolidated Plan for the jurisdiction/s in which the PHA is located (which includes the Analysis of Impediments to Fair Housing Choice (AI) and any additional backup data to support statement of housing needs in the jurisdiction	Annual Plan: Housing Needs
Volume 1	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
Volume 1	Section 8 rent determination (payment standard) policies <input checked="" type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Rent Determination
Volume 1	Section 8 informal review and hearing procedures <input checked="" type="checkbox"/> check here if included in Section 8 Administrative Plan	Annual Plan: Grievance Procedures
Volume 2	The HUD-approved Capital Fund/Comprehensive Grant Program Annual Statement (HUD 52837) for the active grant year	Annual Plan: Capital Needs
Volume 2	Most recent board-approved operating budget for the public housing program	Annual Plan: Financial Resources;
Procedures Manual	Public Housing Admissions and (Continued) Occupancy Policy (A&O), which includes the Tenant Selection and Assignment Plan [TSAP]	Annual Plan: Eligibility, Selection, and Admissions Policies
Procedures Manual	Public housing rent determination policies, <input checked="" type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
Annual Plan Attachment	Public Housing Deconcentration and Income Mixing Documentation: 1. PHA board certifications of compliance with deconcentration requirements (section 16(a) of the US Housing Act of 1937, as implemented in the 2/18/99 <i>Quality Housing and Work Responsibility Act Initial Guidance; Notice</i> and any further HUD guidance) and 2. Documentation of the required deconcentration and income mixing analysis	Annual Plan: Eligibility, Selection, and Admissions Policies

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
Not Applicable this year	Schedule of flat rents offered at each public housing development <input type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
Procedures Manual	Public housing management and maintenance policy documents, including policies for the prevention or eradication of pest infestation (including cockroach infestation)	Annual Plan: Operations and Maintenance
Procedures Manual	Public housing grievance procedures <input type="checkbox"/> check here if included in the public housing A & O Policy	Annual Plan: Grievance Procedures
NA	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grant	Annual Plan: Capital Needs
Proposed provided as attachment	Most recent, approved 5 Year Action Plan for the Capital Fund/Comprehensive Grant Program, if not included as an attachment (provided at PHA option)	Annual Plan: Capital Needs
Volume 2	Approved or submitted applications for designation of public housing (Designated Housing Plans)	Annual Plan: Designation of Public Housing
Volume 2	Approved or submitted assessments of reasonable revitalization of public housing and approved or submitted conversion plans prepared pursuant to section 202 of the 1996 HUD Appropriations Act	Annual Plan: Conversion of Public Housing
Volume 3	Approved or submitted applications for demolition and/or disposition of public housing	Annual Plan: Demolition and Disposition
Volume 4	Approved HOPE VI applications or, if more recent, approved or submitted HOPE VI Revitalization Plans or any other approved proposal for development of public housing	Annual Plan: Capital Needs
Volume 5	Any cooperative agreement between the PHA and the TANF agency	Annual Plan: Community Service & Self-Sufficiency
Volume 5	FSS Action Plan/s for public housing and/or Section 8	Annual Plan: Community Service & Self-Sufficiency
Volume 5	The most recent Public Housing Drug Elimination Program (PHDEP) semi-annual performance report for any open grant and most recently submitted PHDEP application (PHDEP Plan)	Annual Plan: Safety and Crime Prevention
Volume 5	The most recent fiscal year audit of the PHA conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h), the results of that audit and the PHA's response to any findings	Annual Plan: Annual Audit
Not Applicable	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports	Annual Plan: Community Service & Self-Sufficiency
	Other supporting documents (optional) (list individually; use as many lines as necessary)	(specify as needed)
Volume 6	Homeownership Programs	Annual Plan: Homeownership
Volume 6	Scattered Site Inventory	Annual Plan: Demolition and Disposition

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
Volume 6	Resident Survey Follow Up Plan	Annual Plan: Resident Service and Satisfaction
Volume 6	Site-Based Waiting List Plan	Annual Plan: Housing Needs
Volume 6	Force Account Use and Management Plan	Annual Plan: Operations and Maintenance
Volume 6	Comprehensive Unified Service Delivery System for Section 8 and other PHA Self-Sufficiency Activities	Annual Plan: Community Service & Self-Sufficiency
Volume 6	Asset Development-Asset Management Strategy for Scattered Site Public Housing	Annual Plan: Asset Management
Volume 6	Establishment of Five Regional Service and Enforcement Centers	Annual Plan: Housing Needs
Volume 6	Demolition and Disposition Procedure for Consolidation and Revitalization of Scattered Sites Inventory and Reassignment of Annual Contribution Contracts	Annual Plan: Demolition and Disposition
Volume 6	Affirmative Marketing Strategy for Increasing Representation of Minorities other than African Americans, and for Increasing the Number of Families with Disabilities on Waiting List.	Annual Plan: Housing Needs

1. Statement of Housing Needs

[24 CFR Part 903.7 9 (a)]

A. Housing Needs of Families in the Jurisdiction/s Served by the PHA

Based upon the information contained in the Consolidated Plan/s applicable to the jurisdiction, and/or other data available to the PHA, provide a statement of the housing needs in the jurisdiction by completing the following table. In the "Overall" Needs column, provide the estimated number of renter families that have housing needs. For the remaining characteristics, rate the impact of that factor on the housing needs for each family type, from 1 to 5, with 1 being "no impact" and 5 being "severe impact." Use N/A to indicate that no information is available upon which the PHA can make this assessment.

Housing Needs of Families in the Jurisdiction by Family Type							
Family Type	Overall	Afford- ability	Supply	Quality	Access- ibility	Size	Loca- tion
Income <= 30% of AMI	78,268	5	5	5	5	3	4
Income >30% but <=50% of AMI	33,269	5	5	5	5	3	3
Income >50% but <80% of AMI	41,012	5	5	5	5	2	3
Elderly	36,767	4	4	3	5	1	3
Families with Disabilities	65,300	5	5	3	5	2	2
African American	106,800	4	3	4	5	3	4
Hispanic	12,900	4	3	4	5	3	4

What sources of information did the PHA use to conduct this analysis? (Check all that apply; all materials must be made available for public inspection.)

- ☒ Consolidated Plan of the Jurisdiction/s
Indicate year: FY 2001
- ☒ U.S. Census data: the Comprehensive Housing Affordability Strategy ("CHAS") dataset
- ☒ American Housing Survey data
Indicate year: 1995
- ☐ Other housing market study
Indicate year:
- ☐ Other sources: (list and indicate year of information)

B. Housing Needs of Families on the Public Housing and Section 8 Tenant- Based Assistance Waiting Lists

Housing Needs of Families on the Waiting List			
Waiting list type: (select one)			
<input type="checkbox"/> Section 8 tenant-based assistance <input checked="" type="checkbox"/> Public Housing <input type="checkbox"/> Combined Section 8 and Public Housing <input type="checkbox"/> Public Housing Site-Based or sub-jurisdictional waiting list (optional) If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total*	6,810		< 1%
Extremely low income <=30% AMI	6,405	94.0	
Very low income (>30% but <=50% AMI)	393	5.8	
Low income (>50% but <80% AMI)	12	0.2	
Families with children	5,634	83	
Elderly families	90	1.3	
Families with Disabilities	1,769	26	
Race/ethnicity	173	2.5	WHITE
Race/ethnicity	6,431	94.4	AFRICAN AMERICAN
Race/ethnicity	161	2.4	HISPANIC
Race/ethnicity	25	0.4	ASIAN, PACIFIC ISL.&NATIVE AM
Race/ethnicity	20	0.3	OTHER

* Families on Waiting List

Characteristics by Bedroom Size (Public Housing Only)			
0 BR	1,544	22.7	
1BR	10	0.1	
2 BR	5,007	73.5	
3 BR	185	2.7	
4 BR	53	0.8	
5 BR	9	0.1	
5+ BR	2	<0.1	
Is the waiting list closed (select one)? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes If yes: How long has it been closed (# of months)? 112 Does the PHA expect to reopen the list in the PHA Plan year? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes Purge of waiting list is complete. Currently processing applicants before reopening waiting list. Does the PHA permit specific categories of families onto the waiting list, even if generally closed? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes Families needing 0, 1, and 2 BR units			

Housing Needs of Families on the Waiting List			
Waiting list type: (select one) <input checked="" type="checkbox"/> Section 8 tenant-based assistance <input type="checkbox"/> Public Housing <input type="checkbox"/> Combined Section 8 and Public Housing <input type="checkbox"/> Public Housing Site-Based or sub-jurisdictional waiting list (optional) If used, identify which development/subjurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total*	886		<1%
Extremely low income <=30% AMI	828	91.4	
Very low income (>30% but <=50% AMI)	77	8.5	
Low income (>50% but <80% AMI)	1	0.1	
Families with children	862	95	
Elderly families	35	3.9	
Families with Disabilities	227	25.1	

* Families on Waiting List

Race/ethnicity	36	4.0	WHITE
Race/ethnicity	756	83.4	AFRICAN AMERICAN
Race/ethnicity	26	2.9	HISPANIC
Race/ethnicity	9	1.0	ASIAN & PACIFIC ISLANDERS
Race/ethnicity	79	8.7	OTHER

Is the waiting list closed (select one)? ☐ No ☒ Yes

If yes:

How long has it been closed (# of months)? Since November 2000. PHA opened the waiting list for 2 weeks and received 27,000 new applications.

Does the PHA expect to reopen the list in the PHA Plan year? ☒ No ☐ Yes

Does the PHA permit specific categories of families onto the waiting list, even if generally closed? ☒ No ☐ Yes

C. Strategy for Addressing Needs

In the upcoming year, PHA will continue to focus its attention on maximizing the number of affordable units available to Philadelphians in need by reducing the number of long-term vacancies, reducing unit turnaround time, redeveloping obsolete properties, reassigning Annual Contribution Contracts to maintain the number of units in the PHA inventory, and marketing PHA services to groups under-represented on the PHA waiting lists. This will be facilitated with the flexibility of a Moving To Work Demonstration Program.

Additionally, PHA intends to establish a Leased Housing Assistance Program as a replacement of the Section 8 Program in order to attract more private property owners to provide rental units for eligible families; establish five Regional Service and Enforcement Centers for Section 8 recipients, as well as landlords; improve the distribution of leased housing throughout the city; and implement new marketing approaches to ensure that PHA's services are known to all Philadelphians in need.

The components of this strategy were developed in consultation with resident groups, public and private nonprofit housing agencies.

(1) Strategies

Need: Shortage of affordable housing for all eligible populations

Strategy 1. Maximize the number of affordable units available to the PHA within its current resources by:

- ☒ Employ effective maintenance and management policies to minimize the number of public housing units off-line
- ☒ Reduce turnover time for vacated public housing units

- ☒ Reduce time to renovate public housing units
- ☒ Seek replacement of public housing units lost to the inventory through mixed finance development, and streamline redevelopment program.
- ☒ Seek replacement of public housing units lost to the inventory through Section 8 replacement housing resources
- ☒ Maintain or increase Section 8 lease-up rates by establishing payment standards that will enable families to rent throughout the jurisdiction and encourage landlords to improve their properties.
- ☐ Undertake measures to ensure access to affordable housing among families assisted by the PHA, regardless of unit size required.
- ☒ Maintain or increase Section 8 lease-up rates by marketing the program to owners, particularly those outside of areas of minority and poverty concentration.
- ☒ Maintain or increase Section 8 lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program.
- ☒ Participate in the Consolidated Plan development process to ensure coordination with broader community strategies.
- ☒ Other (list below)
Convert Section 8 Program to Leased Housing Assistance Program.

Strategy 2: Increase the number of affordable housing units by:

- ☒ Apply for additional Section 8 vouchers should they become available.
- ☒ Leverage affordable housing resources in the community through the creation of mixed - finance housing.
- ☒ Pursue housing resources other than public housing or Section 8 tenant-based assistance.
- ☒ Improving Systems and Resource usage so that more existing units are available for occupancy
- ☒ Solicit additional landlord participation in non-impacted areas of the city.

Need: Specific Family Types: Families at or below 30% of median

Strategy 1: Target available assistance to families at or below 30 % of AMI

- ☐ Exceed HUD federal targeting requirements for families at or below 30% of AMI in public housing.
- ☐ Exceed HUD federal targeting requirements for families at or below 30% of AMI in tenant-based Section 8 assistance.
- ☒ Employ admissions preferences aimed at families with economic hardships based on PHA's current local and need-based preference system as outlined in the Administrative Plan adopted on July 1996.
- ☒ Adopt rent policies to support and encourage work.
- ☐ Other: (list below)

Need: Specific Family Types: Families at or below 50% of median

Strategy 1: Target available assistance to families at or below 50% of AMI

- ☒ Employ admissions preferences aimed at families who are working.
- ☒ Adopt rent policies to support and encourage work.
- ☐ Other: (list below)

Need: Specific Family Types: The Elderly

Strategy 1: Target available assistance to the elderly:

- ☒ Implement approved Comprehensive Elderly only designation plan.
- ☒ Apply for special-purpose vouchers targeted to the elderly, should they become available.
- ☒ Develop Marketing Strategy to attract more eligible elderly families as applicants including site based waiting lists for senior only properties.

Need: Specific Family Types: Families with Disabilities

Strategy 1: Target available assistance to Families with Disabilities:

- ☐ Seek designation of public housing for families with disabilities.
- ☒ Carry out the modifications needed in public housing based on the section 504 Needs Assessment for Public Housing.
- ☒ Apply for special-purpose vouchers targeted to families with disabilities, should they become available.
- ☒ Affirmatively market to local nonprofit agencies that assist families with disabilities.
- ☒ Develop Marketing Strategy to attract more eligible families with disabilities as applicants.
- ☒ Encourage joint ventures with nonprofit providers of services and housing for the disabled to provide additional subsidized housing for the disabled.

Need: Specific Family Types: Races or ethnicities with disproportionate housing needs

Strategy 1: Increase awareness of PHA resources among families of races and ethnicities with disproportionate needs:

- ☒ Affirmatively market to races/ethnicities shown to have disproportionate housing needs.
- ☐ Other: (list below)

Strategy 2: Conduct activities to affirmatively further fair housing

- ☒ Counsel Section 8 tenants as to location of units outside of areas of poverty, minority concentration or a high concentration of Section 8 residents and assist them to locate those units.
- ☒ Market the Section 8 program to owners outside of areas of poverty /minority concentrations or areas with high concentrations of residents with Section 8 certificates.
- ☐ Other: (list below)

Other Housing Needs & Strategies: (list needs and strategies below)

(2) Reasons for Selecting Strategies

Of the factors listed below, select all that influenced the PHA's selection of the strategies it will pursue:

- ☒ Funding constraints.
- ☒ Staffing constraints.
- ☐ Limited availability of sites for assisted housing.
- ☐ Extent to which particular housing needs are met by other organizations in the community.
- ☒ Evidence of housing needs as demonstrated in the Consolidated Plan and other information available to the PHA.
- ☐ Influence of the housing market on PHA programs.
- ☒ Community priorities regarding housing assistance.
- ☒ Results of consultation with local or state government.
- ☒ Results of consultation with residents and the Annual Plan Advisory Board.
- ☐ Results of consultation with advocacy groups.
- ☐ Other: (list below)

3. Statement of Financial Resources

[24 CFR Part 903.7 9 (b)]

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
1. Federal Grants (FY 2001 grants)		
a) Public Housing Operating Fund	\$105,712,193	
b) Public Housing Capital Fund	84,595,647	
c) HOPE VI Revitalization	36,852,049	
d) HOPE VI Demolition	5,344,930	
e) Annual Contributions for Section 8 Assistance incl. Mod. Rehab.	101,213,659	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)	4,685,319	
g) Resident Opportunity and Self-Sufficiency Grants	936,800	
h) Community Development Block Grant	5,200,000	
i) HOME	0	
Other Federal Grants (list below)		
a) Congregate Housing	192,446	Support Services
b) Head Start (US-HHS)	925,561	Support Services
2. Prior Year Federal Grants (unobligated funds only) (list below)	ALL FUNDS TO BE OBLIGATED	
3. Public Housing Dwelling Rental Income	12,809,884	Public Housing Operations
4. Other income (list below)		
Interest Income-Public Housing	2,659,525	Public Housing Operations
Interest Income-Sec.8 Op. Reserves	218,942	Section 8 Operations
5. Non-federal sources (list below)		
Child Care Food Program	96,000	Support Services
Summer Feeding Program	373,033	Support Services
Senior Program	614,305	Support Services
Adult Basic Education	20,336	Support Services
City Capital Contributions to Redevelopment	13,500,000	Redevelopment
Bond Financing	150,000,000	Redevelopment

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
Total resources	\$ 525,950,629	

3. PHA Policies Governing Eligibility, Selection, and Admissions

[24 CFR Part 903.7 9 (c)]

A. Public Housing

(1) Eligibility

a. When does the PHA verify eligibility for admission to public housing? (select all that apply)

- ☒ When families approach number 150 on the waiting list
- ☐ When families are within a certain time of being offered a unit
- ☐ Other: (describe)

b. Which non-income (screening) factors does the PHA use to establish eligibility for admission to public housing (select all that apply)?

- ☒ Criminal or Drug-related activity
- ☒ Rental history
- ☒ Housekeeping
- ☒ Credit History
- ☒ Verity of Application
- ☒ Ability to understand and comply with the lease
- ☒ Successful completion of pre occupancy training

c. ☒ Yes ☐ No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?

d. ☒ Yes ☐ No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?

e. ☒ Yes ☐ No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

(2)Waiting List Organization

a. Which methods does the PHA plan to use to organize its public housing waiting list (select all that apply)

- ☒ Community-wide list
- ☐ Sub-jurisdictional lists
- ☐ Site-based waiting lists for all sites
- ☒ Other (describe) Site based Waiting Lists for Elderly Sites and Alternatively Managed Sites.

b. Where may interested persons apply for admission to public housing?

- ☐ PHA main administrative office
- ☒ PHA development site management office-for sites with site based waiting lists
- ☒ Admissions Department
3010 Market Street, 2nd Floor – for all PHA managed sites

c. If the PHA plans to operate one or more site-based waiting lists in the coming year, answer each of the following questions; if not, skip to subsection (3) Assignment

1. How many site-based waiting lists will the PHA operate in the coming year?
Up to 58
2. ☒ Yes ☐ No: Are any or all of the PHA's site-based waiting lists new for the upcoming year (that is, they are not part of a previously-HUD-approved site based waiting list plan)?
If yes, how many lists? Up to 58
3. ☒ Yes ☐ No: May families be on more than one list simultaneously
If yes, how many lists? No Limit
4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)?
 - ☐ PHA main administrative office
 - ☐ All PHA development management offices
 - ☒ Management offices at developments with site-based waiting lists
 - ☐ At the development to which they would like to apply
 - ☒ Admissions Department
3010 Market Street, 2nd Floor

(3) Assignment

- a. How many vacant unit choices are applicants ordinarily given before they fall to the bottom of or are removed from the waiting list? (select one)
 - ☒ One
 - ☐ Two
 - ☐ Three or More
- b. ☒ Yes ☐ No: Is this policy consistent across all waiting list types?
- c. If answer to b is no, list variations for any other than the primary public housing waiting list/s for the PHA:

(4) Admissions Preferences

- a. Income targeting:
 - ☐ Yes ☒ No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 40% of all new admissions to public housing to families at or below 30% of median area income?
- b. Transfer policies:
In what circumstances will transfers take precedence over new admissions? (list below)

- 1 Emergencies
- 3 Overhoused
- 3 Underhoused
- 1 Medical justification
- 1 Administrative reasons determined by the PHA (e.g., to permit modernization work)
- NO Resident choice: (state circumstances below)
- 2 Reasonable Accommodation for disability

c. Preferences

1. ☒ Yes ☐ No: Has the PHA established preferences for admission to public housing (other than date and time of application)? (If “no” is selected, skip to subsection (5) Occupancy)

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)
 - 50% of families admitted each year will be families who can verify that they have been involuntarily displaced, are living in substandard housing or a homeless shelter or are paying more than 50% of their income in rent.
 - 50% of families admitted each year will be families who are working at least 20 hours per week, is “work ready” as defined in A&O Policy, or is older than 62 years or is receiving disability benefits.

Former Federal preferences:

- ☒ Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition).
- ☒ Victims of domestic violence.
- ☒ Substandard housing.
- ☒ Homelessness.
- ☒ High rent burden (rent is > 50 percent of income).

Other preferences: (select below)

- ☒ Working families and those unable to work because of age or disability.
- ☐ Veterans and veterans’ families.
- ☐ Residents who live and/or work in the jurisdiction.
- ☐ Those enrolled currently in educational, training, or upward mobility programs.
- ☒ Households that contribute to meeting income goals (broad range of incomes).
- ☒ Households that contribute to meeting income requirements (targeting) at selected mixed-finance properties.
- ☐ Those previously enrolled in educational, training, or upward mobility programs.
- ☐ Victims of reprisals or hate crimes.
- ☒ Families whose head of household is “work ready” having successfully completed acceptable vocational training or was employed until recently.

3. If the PHA will employ admissions preferences, please prioritize by placing a “1” in the space that represents your first priority, a “2” in the box representing your second priority, and so on. If you

give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use “1” more than once, “2” more than once, etc.

1 Date and Time – for all applicants currently on the waiting list; during the course of the year, if the waiting list is reopened, applicants that apply will be placed on the waiting list based on the date and time of their application, in accordance with the latest HUD-approved Tenant Selection and Assignment Plan.

Former Federal preferences:

- 1 Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- 1 Substandard housing
- 1 Homelessness
- 1 High rent burden

Other preferences (select all that apply)

- 1 Working families and those unable to work because of age or disability
- 1 Families whose head of household is “work ready” having successfully completed acceptable vocational training or was employed until recently

4. Relationship of preferences to income targeting requirements:

- ☒ The PHA applies preferences within income tiers at selected mixed-finance properties.
- ☒ Not applicable at Conventional Developments: The pool of applicant families ensures that the PHA will meet income-targeting requirements.

(5) Occupancy

a. What reference materials can applicants and residents use to obtain information about the rules of occupancy of public housing (select all that apply)

- ☒ The PHA-resident lease
- ☒ The PHA’s Admissions and (Continued) Occupancy policy
- ☒ PHA briefing seminars or written materials
- ☒ Other source (list)
Pre-Occupancy Training

b. How often must residents notify the PHA of changes in family composition? (select all that apply)

- ☒ At an annual reexamination and lease renewal
- ☒ Any time family composition changes
- ☒ At family request for revision
- ☐ Other (list)

(6) Deconcentration and Income Mixing

- a. ☒ Yes ☐ No: Did the PHA's analysis of its family (general occupancy) developments to determine concentrations of poverty indicate the need for measures to promote deconcentration of poverty or income mixing?
- b. ☐ Yes ☒ No: Did the PHA adopt any changes to its admissions policies based on the results of the required analysis of the need to promote deconcentration of poverty or to assure income mixing?

c. If the answer to b was yes, what changes were adopted? (select all that apply)

- ☐ Adoption of site-based waiting lists
If selected, list targeted developments below:
- ☐ Employing waiting list "skipping" to achieve deconcentration of poverty or income mixing goals at targeted developments
If selected, list targeted developments below:
- ☐ Employing new admission preferences at targeted developments
If selected, list targeted developments below:
- ☐ Other (list policies and developments targeted below)

- d. ☒ Yes ☐ No: Did the PHA adopt any changes to other policies based on the results of the required analysis of the need for deconcentration of poverty and income mixing?

e. If the answer to d was yes, how would you describe these changes? (select all that apply)

- ☒ Additional affirmative marketing.
- ☒ Actions to improve the marketability of certain developments.
- ☐ Adoption or adjustment of ceiling rents for certain developments.
- ☒ Adoption of rent incentives to encourage deconcentration of poverty and income mixing.
- ☒ Assist current residents in working towards self-sufficiency and general income increase.

f. Based on the results of the required analysis, in which developments will the PHA make special efforts to attract or retain higher-income families? (select all that apply)

- ☐ Not applicable: results of analysis did not indicate a need for such efforts
- ☒ List (any applicable) developments below: ALL DEVELOPMENTS

g. Based on the results of the required analysis, in which developments will the PHA make special efforts to assure access for lower-income families? (select all that apply)

- ☒ Not applicable: results of analysis did not indicate a need for such efforts

- ☐ List (any applicable) developments below:

B. Section 8

(1) Eligibility

- a. What is the extent of screening conducted by the PHA? (select all that apply)
- ☒ Criminal or drug-related activity only to the extent required by law or regulation
- ☐ Criminal and drug-related activity, more extensively than required by law or regulation
- ☐ More general screening than criminal and drug-related activity (list factors below)
- ☐ Other (list below)
- b. ☒ Yes ☐ No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?
- c. ☒ Yes ☐ No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?
- d. ☒ Yes ☐ No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)
- e. Indicate what kinds of information you share with prospective landlords? (select all that apply)
- ☐ Criminal or drug-related activity
- ☒ Other (describe below) PHA will provide the prospective landlord with the family's current and prior address.

(2) Waiting List Organization

- a. With which of the following program waiting lists is the Section 8 tenant-based assistance waiting list merged? (select all that apply)
- ☒ None
- ☐ Federal public housing
- ☐ Federal moderate rehabilitation
- ☐ Federal project-based certificate program
- ☐ Other federal or local program (list below)
- b. Where may interested persons apply for admission to section 8 tenant-based assistance? (select all that apply)
- ☐ PHA main administrative office
- ☒ Admissions Office
3010 Market Street, 2nd Floor

(3) Search Time

- a. ☒ Yes ☐ No: Does the PHA give extensions on standard 60-day period to search for a unit?

If yes, state circumstances below:

Up to 2 30-day extensions will be granted if the client has exercised due diligence in his or her housing search.

For families requiring special disability accommodations, an initial 120-day period will be allowed to search for a unit and a 120-day day extension will be granted if client has exercised due diligence in his or her housing search.

(4) Admissions Preferences

a. Income targeting

- ☐ Yes ☒ No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 75% of all new admissions to the Section 8 program to families at or below 30% of median area income?

b. Preferences

1. ☒ Yes ☐ No: Has the PHA established preferences for admission to Section 8 tenant-based assistance? (other than date and time of application) (If no, skip to subcomponent (5) Special purpose Section 8 assistance programs)
2. Which of the following admission preferences does the PHA plan to employ in the coming year?
25% of the vouchers issued each year will be issued to families that are working or work ready as certified by the PIC of Philadelphia, 25% will be issued to all other working or work ready families, 25% to Transitionally Housed Families, 25% to families that are involuntarily displaced, paying more than 50% of their income in rent, living in substandard housing or homeless.

Former Federal preferences

- ☒ Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- ☒ Victims of domestic violence
- ☒ Substandard housing including transitionally housed homeless families.
- ☒ Homelessness.
- ☒ High rent burden (rent is > 50 percent of income).

Other preferences (select all that apply)

- ☒ Working families and those unable to work because of age or disability.
- ☐ Veterans and veterans' families.
- ☐ Residents who live and/or work in your jurisdiction.
- ☐ Those enrolled currently in educational, training, or upward mobility programs
- ☐ Households that contribute to meeting income goals (broad range of incomes)
- ☐ Households that contribute to meeting income requirements (targeting)

- ☒ Those having successfully completed educational, training, or upward mobility programs
☐ Victims of reprisals or hate crimes

3. If the PHA will employ admissions preferences, please prioritize by placing a “1” in the space that represents your first priority, a “2” in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use “1” more than once, “2” more than once, etc.

1 Date and Time – for all applicants currently on the waiting list; during the course of the year, if the waiting list is reopened, applicants that apply will be placed on the waiting list based on the date and time of their application, in accordance with the latest HUD-approved Tenant Selection and Assignment Plan.

Former Federal preferences

- 1 Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
1 Substandard housing, including transitionally housed homeless families
1 Homelessness
1 High rent burden

Other preferences (select all that apply)

- 1 Working families and those unable to work because of age or disability
1 Those having successfully completed educational, training, or upward mobility programs

4. Among applicants on the waiting list with equal preference status, how are applicants selected? (select one)

- ☒ Date and time of application
☒ Drawing (lottery) or other random choice technique: Applications received in November 2000 will be recorded on the Waiting List after a computer random numbering process.

5. If the PHA plans to employ preferences for “residents who live and/or work in the jurisdiction” (select one)

- ☐ This preference has previously been reviewed and approved by HUD
☐ The PHA requests approval for this preference through this PHA Plan

6. Relationship of preferences to income targeting requirements: (select one)

- ☐ The PHA applies preferences within income tiers
☒ Not applicable: the pool of applicant families ensures that the PHA will meet income-targeting requirements.

(5) Special Purpose Section 8 Assistance Programs

- a. In which documents or other reference materials are the policies governing eligibility, selection, and admissions to any special-purpose section 8 program administered by the PHA contained? (select all that apply)

- ☒ The Section 8 Administrative Plan
☐ Briefing sessions and written materials
☐ Other (list below)

- b. How does the PHA announce the availability of any special-purpose section 8 programs to the public?

- ☒ Through published notices
☐ Other (list below)

4. PHA Rent Determination Policies

[24 CFR Part 903.7 9 (d)]

A. Public Housing

Exemptions: PHAs that do not administer public housing are not required to complete sub-component 4A.

(1) Income Based Rent Policies

- a. Use of discretionary policies: (select one)

- ☒ The PHA will not employ any discretionary rent-setting policies for income based rent in public housing. Income-based rents are set at the higher of 30% of adjusted monthly income, 10% of unadjusted monthly income, the welfare rent, or minimum rent (less HUD mandatory deductions and exclusions). (If selected, skip to sub-component (2))

---or---

- ☐ The PHA employs discretionary policies for determining income based rent (If selected, continue to question b.)

- b. Minimum Rent

1. What amount best reflects the PHA's minimum rent? (select one)

- ☒ \$0
☐ \$1-\$25
☐ \$26-\$50

2. ☐ Yes ☒ No: Has the PHA adopted any discretionary minimum rent hardship exemption policies?

3. If yes to question 2, list these policies below:

c. Rents set at less than 30% of adjusted income

1. ☐ Yes ☒ No: Does the PHA plan to charge rents at a fixed amount or percentage less than 30% of adjusted income?

2. If yes to above, list the amounts or percentages charged and the circumstances under which these will be used below:

d. Which of the discretionary (optional) deductions and/or exclusions policies does the PHA plan to employ (select all that apply)

☐ For the earned income of a previously unemployed household member

☐ For increases in earned income

☐ Fixed amount (other than general rent-setting policy)

If yes, state amount/s and circumstances below:

☐ Fixed percentage (other than general rent-setting policy)

If yes, state percentage/s and circumstances below:

☐ For household heads

☐ For other family members

☐ For transportation expenses

☐ For the non-reimbursed medical expenses of non-disabled or non-elderly families

☐ Other (describe below)

e. Ceiling rents

1. Do you have ceiling rents? (rents set at a level lower than 30% of adjusted income) (select one)

☒ Yes for all developments

☐ Yes but only for some developments

☐ No

2. For which kinds of developments are ceiling rents in place? (select all that apply)

☒ For all developments

☐ For all general occupancy developments (not elderly or disabled or elderly only)

☐ For specified general occupancy developments

☐ For certain parts of developments; e.g., the high-rise portion

☐ For certain size units; e.g., larger bedroom sizes

☐ Other (list below)

3. Select the space or spaces that best describe how you arrive at ceiling rents (select all that apply)

- ☐ Market comparability study
- ☐ Fair market rents (FMR)
- ☐ 95th percentile rents
- ☐ 75 percent of operating costs
- ☐ 100 percent of operating costs for general occupancy (family) developments
- ☐ Operating costs plus debt service
- ☒ The "rental value" of the unit
- ☐ Other (list below)

f. Rent re-determinations:

1. Between income reexaminations, how often must tenants report changes in income or family composition to the PHA such that the changes result in an adjustment to rent? (select all that apply)

- ☐ Never
- ☐ At family option
- ☒ Any time the family experiences an income increase
- ☐ Any time a family experiences an income increase above a threshold amount or percentage: (if selected, specify threshold)_____
- ☐ Other (list below)

g. ☐ Yes ☒ No: Does the PHA plan to implement individual savings accounts for residents (ISAs) as an alternative to the required 12 month disallowance of earned income and phasing in of rent increases in the next year?

(2) Flat Rents NOT APPLICABLE THIS YEAR – USING CEILING RENTS

1. In setting the market-based flat rents, what sources of information did the PHA use to establish comparability? (select all that apply.)

- ☐ The section 8 rent reasonableness study of comparable housing
- ☐ Survey of rents listed in local newspaper
- ☐ Survey of similar unassisted units in the neighborhood
- ☐ Other (list/describe below)

B. Section 8 Tenant-Based Assistance

Exemptions: PHAs that do not administer Section 8 tenant-based assistance are not required to complete sub-component 4B. **Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).**

(1) Payment Standards

Describe the voucher payment standards and policies.

a. What is the PHA's payment standard? (select the category that best describes your standard)

- ☐ At or above 90% but below 100% of FMR
- ☒ 100% of FMR - With a Waiver for Exception Payment Standards to 120% (See Attachment O).
- ☐ Above 100% but at or below 110% of FMR
- ☐ Above 110% of FMR (if HUD approved; describe circumstances below)

b. If the payment standard is lower than FMR, why has the PHA selected this standard? (select all that apply)

- ☐ FMRs are adequate to ensure success among assisted families in the PHA's segment of the FMR area
- ☐ The PHA has chosen to serve additional families by lowering the payment standard
- ☐ Reflects market or submarket
- ☐ Other (list below)

c. If the payment standard is higher than FMR, why has the PHA chosen this level? (select all that apply)

- ☒ FMRs are not adequate to ensure success among assisted families in the PHA's segment of the FMR area (See Attachment O)
- ☒ Reflects market or submarket and quality of unit.
- ☒ To increase housing options for families
- ☐ Other (list below)

d. How often are payment standards re-evaluated for adequacy? (select one)

- ☒ Annually
- ☐ Other (list below)

e. What factors will the PHA consider in its assessment of the adequacy of its payment standard? (select all that apply)

- ☐ Success rates of assisted families
- ☒ Rent burdens of assisted families
- ☐ Other (list below)

(2) Minimum Rent

a. What amount best reflects the PHA's minimum rent? (select one)

- ☒ \$0
- ☐ \$1-\$25
- ☐ \$26-\$50

b. ☐ Yes ☒ No: Has the PHA adopted any discretionary minimum rent hardship exemption policies? (if yes, list below)

5. Operations and Management

[24 CFR Part 903.7 9 (e)]

A. PHA Management Structure

Describe the PHA's management structure and organization.

(select one)

- ☒ An organization chart showing the PHA's management structure and organization is attached.
- ☐ A brief description of the management structure and organization of the PHA follows:

B. HUD Programs Under PHA Management

Program Name	Units or Families Served at Year Beginning 4-1-00	Expected Turnover*
Public Housing	13,049	15%
Section 8 Vouchers	5,776	15%
Section 8 Certificates	3,747	15%
Section 8 Mod Rehab	1,132	15%
Special Purpose Section 8 Certificates/Vouchers (list individually)		
FUP	354	
Designated Housing	100	
Mainstream	46	
Schuylkill	250	
RW Johnson	125	
Vacancy Consolidation	500	
MLK Relocation &Repl	260	
Rich. Allen Relo&Repl	605	
Passyunk Relo&Repl	692	
Cambridge Relo&Repl	372	
Scattered Sites	11	
Catherine St Conv.	32	
PSS	50	
Public Housing Drug Elimination Program (PHDEP)	10,000	
Other Federal Programs (List Individually)		
Congregate Housing Program	50	
Youth Entrepreneurial Program	10	

Apprenticeship Demonstration Programs (LIUNA)	28	
Youth Apprenticeship Program (AFSCME)	20	
Youth Apprenticeship Program	8	
ED/SS (Economic Development)	150	
ED/SS (Senior Services)	400	
ROSS -Service Coordinator	237	
ROSS Resident Service Delivery Model	355	
Certified Nursing Assistant Training (PHA CGP)	90	
Regional Opportunity Counseling	80	
Family Self-Sufficiency	512	
Other HUD Programs		
Supportive Housing	150 per year	
Other Federal Programs (List Individually)		
Head Start (HHS)	160	
Skills for Life (DOL-Workforce Investment Act Funds) through Phila. Youth Network	200	
Pre-Apprenticeship (DOL Welfare to Work through Commonwealth of PA)	180	

* Resident Families

C. Management and Maintenance Policies

List the PHA's public housing management and maintenance policy documents, manuals and handbooks that contain the Agency's rules, standards, and policies that govern maintenance and management of public housing, including a description of any measures necessary for the prevention or eradication of pest infestation (which includes cockroach infestation) and the policies governing Section 8 management.

(1) Public Housing Maintenance and Management: PHA Procedures Manual

(2) Section 8 Management: PHA Administrative Plan

6. PHA Grievance Procedures

A. Public Housing

1. ☐ Yes ☒ No: Has the PHA established any written grievance procedures in addition to federal requirements found at 24 CFR Part 966, Subpart B, for residents of public housing?

If yes, list additions to federal requirements below:

2. Which PHA office should residents or applicants to public housing contact to initiate the PHA grievance process? (select all that apply)

- ☐ PHA main administrative office
☒ PHA development management offices
☐ Other (list below)

B. Section 8 Tenant-Based Assistance

1. ☐ Yes ☒ No: Has the PHA established informal review procedures for applicants to the Section 8 tenant-based assistance program and informal hearing procedures for families assisted by the Section 8 tenant-based assistance program in addition to federal requirements found at 24 CFR 982?

If yes, list additions to federal requirements below:

2. Which PHA office should applicants or assisted family's contact to initiate the informal review and informal hearing processes? (select all that apply)

- ☐ PHA main administrative office
☒ PHA Section 8 Office at 3010 Market Street

7. Capital Improvement Needs

[24 CFR Part 903.7 9 (g)]

Exemptions from Component 7: Section 8 only PHAs are not required to complete this component and may skip to Component 8.

A. Capital Fund Activities

Exemptions from sub-component 7A: PHAs that will not participate in the Capital Fund Program may skip to component 7B. All other PHAs must complete 7A as instructed.

(1) Capital Fund Program Annual Statement

Using parts I, II, and III of the Annual Statement for the Capital Fund Program (CFP), identify capital activities the PHA is proposing for the upcoming year to ensure long-term physical and social viability of its public housing developments. This statement can be completed by using the CFP Annual Statement tables provided in the table library at the end of the PHA Plan template **OR**, at the PHA's option, by completing and attaching a properly updated HUD-52837.

Select one:

- ☒ The Capital Fund Program Annual Statement is provided as an attachment to the PHA Plan at Attachment B (file name: PA002b01).
Capital Fund, Operating Subsidy and Section 8 Authority and reserves would be combined into a Single Fund under a Moving To Work Demonstration Program.

-or-

- ☐ The Capital Fund Program Annual Statement is provided below: (if selected, copy the CFP Annual Statement from the Table Library and insert here)

(2) Optional 5-Year Action Plan

Agencies are encouraged to include a 5-Year Action Plan covering capital work items. This statement can be completed by using the 5 Year Action Plan table provided in the table library at the end of the PHA Plan template **OR** by completing and attaching a properly updated HUD-52834.

- a. ☒ Yes ☐ No: Is the PHA providing an optional 5-Year Action Plan for the Capital Fund? (if no, skip to sub-component 7B)

b. If yes to question a, select one:

- ☒ The Capital Fund Program 5-Year Action Plan is provided as an attachment to the PHA Plan at Attachment K (PA002k01)

-or-

- ☐ The Capital Fund Program 5-Year Action Plan is provided below: (if selected, copy the CFP optional 5 Year Action Plan from the Table Library and insert here)

B. HOPE VI and Public Housing Development and Replacement Activities (Non-Capital Fund)

Applicability of sub-component 7B: All PHAs administering public housing. Identify any approved HOPE VI and/or public housing development or replacement activities not described in the Capital Fund Program Annual Statement.

- ☒ Yes ☐ No: a) Has the PHA received a HOPE VI revitalization grant? (if no, skip to question c; if yes, provide responses to question b for each grant, copying and completing as many times as necessary)
b) Status of HOPE VI revitalization grant (complete one set of questions for each grant) SEE ASSET MANAGEMENT TABLE(File Name PA002v01b)

1. Development name:

2. Development (project) number:

3. Status of grant: (select the statement that best describes the current status)

- ☐ Revitalization Plan under development
☐ Revitalization Plan submitted, pending approval

- ☐ Revitalization Plan approved
☐ Activities pursuant to an approved Revitalization Plan underway

☒ Yes ☐ No: c) Does the PHA plan to apply for a HOPE VI Revitalization grant in the Plan year?

Developments under consideration for HOPE VI applications in FY 2001 include:

*Tasker, Cambridge, Scattered sites in East North Philadelphia
 Properties under consideration for HOPE VI Demolition grant:
 Passyunk, Mill Creek, selected Scattered Sites*

☒ Yes ☐ No: d) Will the PHA be engaging in any mixed-finance development activities for public housing in the Plan year?

If yes, list developments or activities below:

Mt Sinai, Ingliss House, Richard Allen plus other projects as developers respond to ongoing solicitations for developers wishing to use ACC's to develop replacement housing

☒ Yes ☐ No: e) Will the PHA be conducting any other public housing development or replacement activities not discussed in the Capital Fund Program Annual Statement?

If yes, list developments or activities below:

Planning and Packaging for Passyunk Special Funding

8. Demolition and Disposition

[24 CFR Part 903.7 9 (h)]

1. ☒ Yes ☐ No: Does the PHA plan to conduct any demolition or disposition activities (pursuant to section 18 of the U.S. Housing Act of 1937 (42 U.S.C. 1437p)) in the plan Fiscal Year? (If "No", skip to component 9; if "yes", complete one activity description for each development.)

2. Activity Description

☒ Yes ☐ No: Has the PHA provided the activities description information in the optional Public Housing Asset Management Table? (If "yes", skip to component 9. If "No", complete the Activity Description table below.)

Demolition/Disposition Activity Description
1a. Development name:
1b. Development (project) number:
2. Activity type: Demolition <input type="checkbox"/> Disposition <input type="checkbox"/>
3. Application status (select one) Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application <input type="checkbox"/>

4. Date application approved, submitted, or planned for submission: <u>(DD/MM/YY)</u>
5. Number of units affected:
6. Coverage of action (select one)
<input type="checkbox"/> Part of the development
<input type="checkbox"/> Total development
7. Timeline for activity:
a. Actual or projected start date of activity:
b. Projected end date of activity:

10. Designation of Public Housing for Occupancy by Elderly Families or Families with Disabilities or Elderly Families and Families with Disabilities

[24 CFR Part 903.7 9 (i)]

1. ☒ Yes ☐ No: Has the PHA designated or applied for approval to designate or does the PHA plan to apply to designate any public housing for occupancy only by the elderly families or only by families with disabilities, or by elderly families and families with disabilities or will apply for designation for occupancy by only elderly families or only families with disabilities, or by elderly families and families with disabilities as provided by section 7 of the U.S. Housing Act of 1937 (42 U.S.C. 1437e) in the upcoming fiscal year? (If “No”, skip to component 10. If “yes”, complete one activity description for each development, unless the PHA is eligible to complete a streamlined submission; PHAs completing streamlined submissions may skip to component 10.)

2. Activity Description

- ☒ Yes ☐ No: Has the PHA provided all required activity description information for this component in the optional Public Housing Asset Management Table? If “yes”, skip to component 10. If “No”, complete the Activity Description table below.

Designation of Public Housing Activity Description
1a. Development name: 1b. Development (project) number:
2. Designation type: Occupancy by only the elderly <input type="checkbox"/> Occupancy by families with disabilities <input type="checkbox"/> Occupancy by only elderly families and families with disabilities <input type="checkbox"/>
3. Application status (select one) Approved; included in the PHA's Designation Plan <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application <input type="checkbox"/>
4. Date this designation approved, submitted, or planned for submission: (DD/MM/YY)
5. If approved, will this designation constitute a (select one) <input type="checkbox"/> New Designation Plan <input type="checkbox"/> Revision of a previously-approved Designation Plan?
6. Number of units affected: 7. Coverage of action (select one) <input type="checkbox"/> Part of the development <input type="checkbox"/> Total development

11. Conversion of Public Housing to Tenant-Based Assistance

[24 CFR Part 903.7 9 (j)]

Exemptions from Component 10; Section 8 only PHAs are not required to complete this section.

A. Assessments of Reasonable Revitalization Pursuant to section 202 of the HUD FY 1996 HUD Appropriations Act

1. ☒ Yes ☐ No: Have any of the PHA's developments or portions of developments been identified by HUD or the PHA as covered under section 202 of the HUD FY 1996 HUD Appropriations Act? (If "No", skip to component 11; if "yes", complete one activity description for each identified development, unless eligible to complete a streamlined submission. PHAs completing streamlined submissions may skip to component 11.)

2. Activity Description

- ☒ Yes ☐ No: Has the PHA provided all required activity description information for this component in the optional Public Housing Asset Management Table? If "yes", skip to component 11. If "No", complete the Activity Description table below.

Conversion of Public Housing Activity Description
1a. Development name:
1b. Development (project) number:
2. What is the status of the required assessment? <input type="checkbox"/> Assessment underway <input type="checkbox"/> Assessment results submitted to HUD <input type="checkbox"/> Assessment results approved by HUD (if marked, proceed to next question) <input type="checkbox"/> Other (explain below)
3. <input type="checkbox"/> Yes <input type="checkbox"/> No: Is a Conversion Plan required? (If yes, go to block 4; if no, go to block 5.)
4. Status of Conversion Plan (select the statement that best describes the current status) <input type="checkbox"/> Conversion Plan in development <input type="checkbox"/> Conversion Plan submitted to HUD on: (DD/MM/YYYY) <input type="checkbox"/> Conversion Plan approved by HUD on: (DD/MM/YYYY) <input type="checkbox"/> Activities pursuant to HUD-approved Conversion Plan underway

5. Description of how requirements of Section 202 are being satisfied by means other than conversion (select one)

- ☐ Units addressed in a pending or approved demolition application (date submitted or approved: _____)
- ☐ Units addressed in a pending or approved HOPE VI demolition application (date submitted or approved: _____)
- ☐ Units addressed in a pending or approved HOPE VI Revitalization Plan (date submitted or approved: _____)
- ☐ Requirements no longer applicable: vacancy rates are less than 10 percent
- ☐ Requirements no longer applicable: site now has less than 300 units
- ☐ Other: (describe below)

B. Reserved for Conversions pursuant to Section 22 of the U.S. Housing Act of 1937

C. Reserved for Conversions pursuant to Section 33 of the U.S. Housing Act of 1937

11. Homeownership Programs Administered by the PHA

[24 CFR Part 903.7 9 (k)]

A. Public Housing

Exemptions from Component 11A: Section 8 only PHAs are not required to complete 11A.

1. ☒ Yes ☐ No: Does the PHA administer any homeownership programs administered by the PHA under an approved section 5(h) homeownership program (42 U.S.C. 1437c(h)), or an approved HOPE I program (42 U.S.C. 1437aaa) or has the PHA applied or plan to apply to administer any homeownership programs under section 5(h), the HOPE I program, or section 32 of the U.S. Housing Act of 1937 (42 U.S.C. 1437z-4). (If “No”, skip to component 11B; if “yes”, complete one activity description for each applicable program/plan, unless eligible to complete a streamlined submission due to small PHA or high performing PHA status. PHAs completing streamlined submissions may skip to component 11B.)

2. Activity Description

- ☒ Yes ☐ No: Has the PHA provided all required activity description information for this component in the optional Public Housing Asset Management Table? (If “yes”, skip to component 12. If “No”, complete the Activity Description table below).

Public Housing Homeownership Activity Description (Complete one for each development affected)	
1a. Development name: 1b. Development (project) number:	
2. Federal Program authority: <input type="checkbox"/> HOPE I <input type="checkbox"/> 5(h) <input type="checkbox"/> Turnkey III <input type="checkbox"/> Section 32 of the USHA of 1937 (effective 10/1/99)	
3. Application status: (select one) <input type="checkbox"/> Approved; included in the PHA's Homeownership Plan/Program <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Planned application	
4. Date Homeownership Plan/Program approved, submitted, or planned for submission: (DD/MM/YYYY)	
5. Number of units affected: 6. Coverage of action: (select one) <input type="checkbox"/> Part of the development <input type="checkbox"/> Total development	

B. Section 8 Tenant Based Assistance

1. ☒ Yes ☐ No: Does the PHA plan to administer a Section 8 Homeownership program pursuant to Section 8(y) of the U.S.H.A. of 1937, as implemented by 24 CFR part 982 ? (If "No", skip to component 12; if "yes", describe each program using the table below (copy and complete questions for each program identified), unless the PHA is eligible to complete a streamlined submission due to high performer status. High performing PHAs may skip to component 12.)

2. Program Description:

a. Size of Program

- ☒ Yes ☐ No: Will the PHA limit the number of families participating in the section 8 homeownership option?

If the answer to the question above was yes, which statement best describes the number of participants? (select one)

- ☐ 25 or fewer participants
☐ 26 - 50 participants
☒ 51 to 100 participants
☐ More than 100 participants

b. PHA-established eligibility criteria

☐ Yes ☒ No: Will the PHA's program have eligibility criteria for participation in its Section 8 Homeownership Option program in addition to HUD criteria?

If yes, list criteria below:

12. PHA Community Service and Self-Sufficiency Programs

[24 CFR Part 903.7 9 (l)]

A. PHA Coordination with the Welfare (TANF) Agency

1. Cooperative agreements:

☒ Yes ☐ No: Has the PHA entered into a cooperative agreement with the TANF Agency, to share information and/or target supportive services (as contemplated by section 12(d)(7) of the Housing Act of 1937)?

If yes, what was the date that agreement was signed? 08/20/99

2. Other coordination efforts between the PHA and TANF agency (select all that apply)

- ☒ Client referrals
- ☒ Information sharing regarding mutual clients (for rent determinations and otherwise)
- ☒ Coordinate the provision of specific social and self-sufficiency services and programs to eligible families
- ☐ Jointly administer programs
- ☐ Partner to administer a HUD Welfare-to-Work voucher program
- ☐ Joint administration of other demonstration program
- ☒ Small grants for boots, tools, childcare

B. Services and programs offered to residents and participants

(1) General

a. Self-Sufficiency Policies

Which, if any of the following discretionary policies will the PHA employ to enhance the economic and social self-sufficiency of assisted families in the following areas? (select all that apply)

- ☐ Public housing rent determination policies
- ☒ Public housing admissions policies
- ☒ Section 8 admissions policies
- ☐ Preference in admission to section 8 for certain public housing families
- ☒ Preferences for families working or engaging in training or education programs for non-housing programs operated or coordinated by the PHA
- ☐ Preference/eligibility for public housing homeownership option participation
- ☒ Preference/eligibility for section 8 homeownership option participation
- ☐ Other policies (list below)

b. Economic and Social self-sufficiency programs

☒ Yes ☐ No: Does the PHA coordinate, promote or provide any programs to enhance the economic and social self-sufficiency of residents? (If “yes”, complete the following table; if “no” skip to sub-component 2, Family Self Sufficiency Programs. The position of the table may be altered to facilitate its use.)

Services and Programs				
Program Name & Description (including location, if appropriate)	Estimated Size	Allocation Method (waiting list/random selection/specific criteria/other)	Access (development office / PHA main office / other provider name)	Eligibility (public housing or section 8 participants or both)
Reimbursed cost day care with DPW	120	Specific Criteria	On-Site Program Office/Main Office	Both
Head Start	160	Specific Criteria	On-Site Program Office/Main Office	Both
Pre-Apprenticeship Construction Training Program	180	Specific Criteria	On-Site Program Office/Main Office	Both
Nurse's Assistant Training	90	Specific Criteria	On-Site Program Office/Main Office	Both
ABE/GED Instruction	33	Specific Criteria	On-Site Program Office/Main Office	Both
EDSS (Economic Development) Computer Training	150	Specific Criteria	On-Site Program Office/Main Office	Both
ROSS-RSDM - Employment Training and Homeownership	355	Specific Criteria	On-Site Program Office/Main Office	Both

(2) Family Self Sufficiency program/s

a. Participation Description

Family Self-Sufficiency (FSS) Participation		
Program	Required Number of Participants (start of FY 2000 Estimate)	Actual Number of Participants (As of: 9/1/99)
<i>Public Housing</i>	<i>NONE</i>	
<i>Section 8</i>	<i>1200</i>	<i>462</i>

- b. ☐ Yes ☒ No: If the PHA is not maintaining the minimum program size required by HUD, does the most recent FSS Action Plan address the steps the PHA plans to take to achieve at least the minimum program size? If no, list steps the PHA will take below:

- *Increase FSS Program Intake staff from one to three;*
- *Consolidate Section 8 FSS activities with Comprehensive Service Delivery for all PHA clients – See List of Supporting Documents;*
- *Establish Five Regional Service and Counseling Centers – See List of Supporting Documents; and*
- *Expand recruitment of Section 8 Special Program participants: Project Based residents, recipients of relocation, family unification, Support Housing Vouchers, and ROC program participants. This specialized recruitment will be in partnership with*

agencies; PHA staff or contractors are already working with these resident-populations.

Under the Moving To Work Demonstration Program, PHA will design its own Comprehensive Family Self-Sufficiency Program which will be open to Section 8 and Public Housing residents.

C. Welfare Benefit Reductions

1. The PHA is complying with the statutory requirements of section 12(d) of the U.S. Housing Act of 1937 (relating to the treatment of income changes resulting from welfare program requirements) by: (select all that apply)

- ☒ Adopting appropriate changes to the PHA's public housing rent determination policies and train staff to carry out those policies.
- ☒ Informing residents of new policy on admission and reexamination.
- ☐ Actively notifying residents of new policy at times in addition to admission and reexamination.
- ☐ Establishing or pursuing a cooperative agreement with all appropriate TANF agencies regarding the exchange of information and coordination of services.
- ☒ Establishing a protocol for exchange of information with all appropriate TANF agencies.
- ☐ Other: (list below)

D. Reserved for Community Service Requirement pursuant to section 12(c) of the U.S. Housing Act of 1937

13. PHA Safety and Crime Prevention Measures

[24 CFR Part 903.7 9 (m)]

Exemptions from Component 13: High performing and small PHAs not participating in PHDEP and Section 8 Only PHAs may skip to component 15. High Performing and small PHAs that are participating in PHDEP and are submitting a PHDEP Plan with this PHA Plan may skip to sub-component D.

A. Need for measures to ensure the safety of public housing residents

1. Describe the need for measures to ensure the safety of public housing residents (select all that apply)

- ☒ High incidence of violent and/or drug-related crime in some or all of the PHA's developments.
- ☒ High incidence of violent and/or drug-related crime in the areas surrounding or adjacent to the PHA's developments.
- ☒ Residents fear for their safety and/or the safety of their children.
- ☒ Observed lower-level crime, vandalism and/or graffiti.
- ☒ People on waiting list unwilling to move into one or more developments due to perceived and/or actual levels of violent and/or drug-related crime.
- ☐ Other (describe below)

2. What information or data did the PHA used to determine the need for PHA actions to improve safety of residents (select all that apply).

- ☒ Safety and security survey of residents.
- ☒ Analysis of crime statistics over time for crimes committed “in and around” public housing authority.
- ☒ Analysis of cost trends over time for repair of vandalism and removal of graffiti.
- ☒ Resident reports.
- ☒ PHA employee reports
- ☒ Police reports
- ☐ Demonstrable, quantifiable success with previous or ongoing anticrime/anti drug programs
- ☐ Other (describe below)

3. Which developments are most affected? (list below)

Liddonfield, Bartram Village, Westpark Apartments, Mantua Hall, Richard Allen, Norris, Blumberg, Queen Lane, Wilson Park, West Park Plaza, Cambridge, Mill Creek, Paschall, Tasker, Johnson, Spring Garden, Champlost, Haddington, and Harrison all have crime rates greater than that of the city as a whole.

B. Crime and Drug Prevention activities the PHA has undertaken or plans to undertake in the next PHA fiscal year

1. List the crime prevention activities the PHA has undertaken or plans to undertake: (select all that apply)

- ☒ Contracting with outside and/or resident organizations for the provision of crime- and/or drug-prevention activities at Mixed-Finance and Alternatively Managed Properties.
- ☒ Crime Prevention Through Environmental Design
- ☒ Activities targeted to at-risk youth, adults, or seniors
- ☒ Volunteer Resident Patrol/Block Watchers Program
- ☒ DARE
- ☒ Community Policing with resident training

2. Which developments are most affected? (list below)

Liddonfield, Bartram Village, Westpark Apartments, Mantua Hall, Richard Allen, Norris, Blumberg, Queen Lane, Wilson Park, West Park Plaza, Cambridge, Mill Creek, Paschall, Tasker, Johnson, Spring Garden, Champlost, Haddington, and Harrison all have crime rates greater than that of the city as a whole.

C. Coordination between PHA and the police

1. Describe the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities: (select all that apply)

- ☒ Police involvement in development, implementation, and/or ongoing evaluation of drug-elimination plan.
- ☒ Police provide crime data to housing authority staff for analysis and action.
- ☒ Police have established a physical presence on housing authority property (e.g., community policing office, officer in residence).
- ☒ Police regularly testify in and otherwise support eviction cases.
- ☒ Police regularly meet with the PHA management and residents.
- ☒ Agreement between PHA and local law enforcement agency for provision of above-baseline law enforcement services.
- ☒ Philadelphia Police Department officers participate with PHA police officers in DARE program.
- ☒ Philadelphia Police Department officers participate with PHA police officers in Community Policing initiatives.

2. Which developments are most affected? (list below)

Same as above

D. Additional information as required by PHDEP/PHDEP Plan

PHAs eligible for FY 2000 PHDEP funds must provide a PHDEP Plan meeting specified requirements prior to receipt of PHDEP funds.

- ☒ Yes ☐ No: Is the PHA eligible to participate in the PHDEP in the fiscal year covered by this PHA Plan?
- ☒ Yes ☐ No: Has the PHA included the PHDEP Plan for FY 2000 in this PHA Plan?
- ☒ Yes ☐ No: This PHDEP Plan is provided as Attachment L (PA002101).

14. RESERVED FOR PET POLICY

[24 CFR Part 903.7 9 (n)]

15. Civil Rights Certifications

[24 CFR Part 903.7 9 (o)]

Civil rights certifications are included in the PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations.

16. Fiscal Audit

[24 CFR Part 903.7 9 (p)]

- 1. ☒ Yes ☐ No: Is the PHA required to have an audit conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h))?
(If no, skip to component 17.)
- 2. ☒ Yes ☐ No: Was the most recent fiscal audit submitted to HUD?

3. ☐ Yes ☒ No: Were there any findings as the result of that audit?
4. ☐ Yes ☒ No: If there were any findings, do any remain unresolved?
If yes, how many unresolved findings remain?
5. ☐ Yes ☐ No: Have responses to any unresolved findings been submitted to HUD?
If not, when are they due (state below)?

17. PHA Asset Management

[24 CFR Part 903.7 9 (q)]

Exemptions from component 17: Section 8 Only PHAs are not required to complete this component. High performing and small PHAs are not required to complete this component.

1. ☒ Yes ☐ No: Is the PHA engaging in any activities that will contribute to the long-term asset management of its public housing stock , including how the Agency will plan for long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs that have not been addressed elsewhere in this PHA Plan?
2. What types of asset management activities will the PHA undertake? (select all that apply)
- ☐ Not applicable
 - ☒ Alternative Management of Mixed-Finance Redevelopment Properties.
 - ☒ Development-Based Accounting.
 - ☒ Comprehensive Stock Assessment.
 - ☒ Extensive use of Force Account for Capital Preventive Maintenance and Replacement, Scattered Site Rehabilitation, and Capital Vacancy Turnaround.
 - ☒ Implement Streamlined Demolition and Disposition Procedure for Consolidation and Management of Scattered Sites Inventory.
 - ☒ Waiver Requested for Implementation of Scattered Site Asset Management Strategy with Flexible Reassignment of ACC's to promote efficient management.
 - ☒ Institutionalization of Asset Management Procedures and Oversight within PHA for Mixed-Finance and Alternatively Managed Properties.
3. ☐ Yes ☒ No: Has the PHA included descriptions of asset management activities in the optional Public Housing Asset Management Table?
See Attachments for descriptions

18. Other Information

[24 CFR Part 903.7 9 (r)]

A. Resident Advisory Board Recommendations

1. ☒ Yes ☐ No: Did the PHA receive any comments on the PHA Plan from the Resident Advisory Board/s?
2. If yes, the comments are: (if comments were received, the PHA MUST select one)

- ☒ Attached as Attachment H (PA002h01)
☐ Provided below:

3. In what manner did the PHA address those comments? (select all that apply)

- ☐ Considered comments, but determined that no changes to the PHA Plan were necessary.
☒ The PHA changed portions of the PHA Plan in response to comments.

List changes below:

Resident Community Service

Pet Policy

Senior Services

- ☐ Other: (list below)

B. Description of Election process for Residents on the PHA Board

1. ☐ Yes ☒ No: Does the PHA meet the exemption criteria provided section 2(b)(2) of the U.S. Housing Act of 1937? (If no, continue to question 2; if yes, skip to sub-component C.)

2. ☐ Yes ☒ No: Was the resident who serves on the PHA Board elected by the residents? (If yes, continue to question 3; if no, skip to sub-component C.)

3. Description of Resident Election Process

a. Nomination of candidates for place on the ballot: (select all that apply)

- ☐ Candidates were nominated by resident and assisted family organizations
☐ Candidates could be nominated by any adult recipient of PHA assistance
☐ Self-nomination: Candidates registered with the PHA and requested a place on ballot
☐ Other: (describe)

b. Eligible candidates: (select one)

- ☐ Any recipient of PHA assistance
☐ Any head of household receiving PHA assistance
☐ Any adult recipient of PHA assistance
☐ Any adult member of a resident or assisted family organization
☐ Other (list)

c. Eligible voters: (select all that apply)

- ☐ All adult recipients of PHA assistance (public housing and section 8 tenant-based assistance)
☐ Representatives of all PHA resident and assisted family organizations
☐ Other (list)

C. Statement of Consistency with the Consolidated Plan

For each applicable Consolidated Plan, make the following statement (copy questions as many times as necessary).

1. Consolidated Plan jurisdiction: (provide name here)

City of Philadelphia

2. The PHA has taken the following steps to ensure consistency of this PHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply)

- ☒ The PHA has based its statement of needs of families in the jurisdiction on the needs expressed in the Consolidated Plan/s.
- ☒ The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
- ☐ The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.
- ☒ Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)
 - Creation of new housing units through vacant structure rehabilitation;
 - Housing stock preservation in context of comprehensive neighborhood;
 - Strategic plans for improving neighborhood wide strategic plans for improving economic conditions and social service delivery;
 - Promote homeownership for first time homebuyers in a neighborhood context;
 - Leverage private sector resources to preserve and improve affordable housing for low and very low income families; and
 - Form working partnerships with existing neighborhood community development corporations to revitalize Philadelphia's communities.

3. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)

- Collaboration with the Philadelphia Office of Housing and Community Development and the Redevelopment Authority in the development of replacement housing for 300 demolished scattered sites units;
- Use of CDBG funds to renovate scattered sites units in CDBG target areas in conjunction with other neighborhood renovation activities;
- Improvement of public housing is one of six top priorities of the City's overall CDBG program;
- Subsidizing land acquisition and site preparation for the new construction of 152 units of replacement public housing associated with the Raymond Rosen site; and
- Subsidizing land acquisition and construction costs for the development of 470 units of replacement public housing associated with the Southwark Plaza site.

D. Other Information Required by HUD

ATTACHMENT A

POLICY FOR DECONCENTRATION

The Average Income of PHA Families has increased by 7% since incomes were evaluated for the FY 2000 Agency Plan, as required in the Final Rule on Public Housing Agency Plans published in 24 CFR Part 903. This change is in large part due to PHA's ability, now, to separate the income data of households in the Wilson Park Senior Building from the family portion of the site. Another factor in the increase is the re-occupancy of Fairhill with its larger bedroom sizes and correspondingly larger family sizes and incomes. While not affecting the overall average family income, PHA has chosen to conduct the analysis this year with the scattered sites organized according to their management offices/geographic locations, instead of as a single group.

Two of the groupings of scattered sites, Kingsessing and Haddington/Overbrook have an average family income greater than 115% of the PHA average family income, along with the following conventional sites:

- Schuykill Falls
- Champlost Homes
- Wilson Park-Family

Southwark Plaza, an alternatively managed entity, also had an average family income greater than 115% of the PHA average family income.

Six properties having average family incomes that are 85% or less than the PHA average family income include the following:

- Mantua Hall
- Westpark Apartments
- Tasker Homes
- Liddonfield Homes
- Norman Blumberg Apartments
- Norris Apartments

The results of the required analysis are documented in Table A: PHA Properties Ranked from Lowest Average Family Income to Highest Family Income. The changes in the ranking of the properties by average income are not great compared to last year, yet there have been changes in ranking.

PHA intends to retain the deconcentration policy that was approved with the FY 2000 Agency Plan. This policy is designed to help as many current residents as possible through self-sufficiency, training

ATTACHMENT A

opportunities, and assistance to overcome barriers to successful employment. PHA will continue to implement restructuring of its resident service delivery systems and resources that were initiated in FY 2000. PHA will also begin modifications to its systems necessary to implement flat rents and site-based waiting lists, which will be an additional tool in attracting higher income families to its waiting list. The Public Housing waiting list is expected to be reopened in FY 2001. The implementation of flat rents and the reopening of the waiting list will increase the effectiveness of PHA's current preference for working families, as well.

PHA has adopted this policy because even at the properties with average incomes greater than 115% of the average family income, less than 40% of the families have a household income greater than 30% of family median income, adjusted for family size. The majority of all of PHA families at all of its properties are extremely low income.

PHA will continue to monitor the composition of income levels at its properties and modify this policy as necessary if significant income segregation begins to appear.

Table A: PHA Properties Ranked from Lowest to Highest Family Income

TOTAL INCOME	NUMBER OF HOUSEHOLDS ¹	AVERAGE INCOME	DEVELOPMENT
\$ 1,018,517.00	130	\$ 7,834.75	Mantua Hall
\$ 2,159,040.00	266	\$ 8,116.69	Westpark Apartments
\$ 6,417,028.00	759	\$ 8,454.58	Tasker Homes
\$ 3,289,500.00	379	\$ 8,679.42	Liddonfield Homes
\$ 1,521,751.00	175	\$ 8,695.72	Norman Blumberg Apartments
\$ 2,296,371.00	261	\$ 8,798.36	Norris Homes
\$ 2,830,360.00	319	\$ 8,872.60	Abbottsford
\$ 4,025,365.00	453	\$ 8,886.02	Bartram Village
\$ 1,457,116.00	160	\$ 9,106.98	Whitehall Apartments
\$ 1,856,623.00	202	\$ 9,191.20	Paschall Apartments
\$ 544,667.00	59	\$ 9,231.64	Arch Homes
\$ 555,813.00	58	\$ 9,582.98	Westpark Plaza
\$ 2,331,474.00	243	\$ 9,594.54	Hill Creek
\$ 991,831.00	103	\$ 9,629.43	Fairhill Apartments
\$ 4,864,706.00	504	\$ 9,652.19	Johnson Homes
\$ 2,059,409.00	210	\$ 9,806.71	Mill Creek Apartments
\$ 1,903,736.00	192	\$ 9,915.29	Spring Garden Apartments
\$ 212,142.00	21	\$ 10,102.00	Haverford Homes
\$ 1,314,533.00	130	\$ 10,111.79	Queen Lane
\$ 2,319,208.00	226	\$ 10,261.98	Morton Homes
\$ 4,895,369.00	470	\$ 10,415.68	Fairhill Square
<i>Average Income</i>			
\$ 1,380,089.00	131	\$ 10,535.03	Haddington Homes
\$ 5,165,157.00	468	\$ 11,036.66	Francisville
\$ 2,042,067.00	185	\$ 11,038.20	Oxford Village
\$ 5,202,035.00	469	\$ 11,091.76	Susquehanna
\$ 1,559,893.00	140	\$ 11,142.09	Richard Allen Homes
\$ 994,968.00	89	\$ 11,179.42	Cambridge Plaza
\$ 4,811,447.00	420	\$ 11,455.83	Mantua Hall
\$ 3,337,490.00	290	\$ 11,508.59	Harrison Plaza
\$ 334,623.00	29	\$ 11,538.72	C.B. Moore Homes
\$ 4,829,473.00	418	\$ 11,553.76	Strawberry Mansion
\$ 4,576,654.00	394	\$ 11,615.87	Oxford/Jefferson
\$ 5,087,627.00	435	\$ 11,695.69	Ludlow
\$ 4,760,860.00	403	\$ 11,813.55	Germantown/Hunting Park
\$ 368,581.00	31	\$ 11,889.71	Arlene Homes
\$ 2,700,937.00	226	\$ 11,951.05	Raymond Rosen Manor
\$ 6,580,067.00	547	\$ 12,029.37	Kingsessing
\$ 819,309.00	64	\$ 12,801.70	Schuylkill Falls
\$ 5,724,702.00	433	\$ 13,221.02	Haddington/Overbrook
\$ 1,271,526.00	96	\$ 13,245.06	Champlost Homes
\$ 1,479,099.00	111	\$ 13,325.22	Wilson Park- Multi Family
\$ 4,533,687.00	342	\$ 13,256.39	Southwark Plaza
\$ 116,424,850.00	9,808	\$ 10,432.09	TOTAL
85% of Average Family Income		\$ 8,867.28	
Average Family Income		\$ 10,432.09	
115% of Average Family Income		\$ 11,996.90	

Source: PHA Income Statistics, CCSTA, August 2000

¹ Based on occupied units

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Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
PHA-Wide	000	701498	Bond Debt Service	1499		\$6,230,000			
PHA-Wide	000	701100	Operating Subsidy	1406		\$500,000			
			Management Improvements						
PHA-Wide	000	700167	Resident Services Salaries and Benefits	1408		580,800			
PHA-Wide	000	700787	Lobby Monitors: Program to enhance site security.	1408		484,000			
PHA-Wide	000	700169	Drug Elimination Officers Salaries and Benefits	1408		6,000,000			
PHA-Wide	000	700168	PHA Development Staff Manager	1408		70,400			
PHA-Wide	000	700176	Computer Software Acquisition, Customization, Installation and Training	1408		660,000			
PHA-Wide	000	700606	Program Development Specialists: Identify programs and agencies that provide services/resources consistent with PHA's mission. Prepare grants and establish partnerships.	1408		202,400			
PHA-Wide	000	700366	Vocational/Economic Development	1408		79,200			
PHA-Wide	000	701505	Regional Referral Manual: The Community Resources Development and Social Services Department is developing a Regional Referral Manual of community organizations and partnerships that offer social and economic enhancement services for residents.	1408		26,400			
PHA-Wide	000	700172	Community Gardening: The initiative creates gardening clubs that beautify selected open spaces in and around public housing by planting flowers, shrubs, annuals, and perennials. The program provides introductory horticultural training and leverages PHA resources through partnerships with the City of Philadelphia and Home Depot.	1408		8,800			
PHA-Wide	000	701499	Parent Training: PHA anticipates incorporating existing funded programs in an effort to develop a comprehensive service delivery program for parenting skills development, and supportive services for parents living in public housing.	1408		44,000			
PHA-Wide	000	701500	Resident Computer Labs: PHA in conjunction with Tennant Support Services, Inc. seeks to establish on site computer laboratories to enable residents to develop information technology skills such as: computer literacy, PC Operation, use of the internet, email, word processing, database, and spreadsheets.	1408		22,000			
PHA-Wide	000	701501	Resident Business Development: The Philadelphia Housing Authority, in conjunction with TSSI, and economic development partners such as SBA, PCDC, Enterprise Center, African American and the Hispanic Chambers of Commerce, to provide loans to start resident owned businesses and provide technical assistance to operate the new business ventures and participate in the alternative procurement process under the Section 3 compliance program.	1408		44,000			

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
PHA-Wide	000	701502	Resident Life Skills Program: Provide year round academic assistance, career exploration, counseling, mentoring and community service activities to 200 youth ages 14 and 15. Participants improve academic performance and increase post-high school career and education choices. Workforce Investment Act funding from the Philadelphia Youth Network supports this initiative.	1408		100,000			
PHA-Wide	000	701240	Family Self-Sufficiency: PHA will expand the Family Self-Sufficiency (FSS) program to include residents of public and scattered site housing and deliver services to families through one-stop centers operated by Community Resources Development and Social Services Regional Managers. Residents receive information on programs and services available for achieving self-sufficiency.	1408		220,000			
PHA-Wide	000	701503	Youth Development: Provide Performance Art Training in vocal arts, dramatic arts, and dance. Children are able to demonstrate the craft of acting, using articulation, diction, and body to convey character. The program offers life skills that can be attained through the discipline of rigorous arts training. Homework assistance improves academic performance, and martial arts training improves self-confidence, self-discipline, and self-esteem.	1408		880,000			
PHA-Wide	000	701504	Senior Services: Provide health, wellness, and /or socialization services for senior citizens	1408		100,000			
PHA-Wide	000	700792	Technical Capital Improvement Planning and Training: Obtain training to maximize planning for capital programs.	1408		22,000			
PHA-Wide	000	700175	Building Trades Staff Skills Training in Carpentry, Electrical and Plumbing: Provide training in building and maintenance skills to public housing maintenance personnel.	1408		44,000			
PHA-Wide	000	701096	Fire Prevention: Fund salary and benefits for Fire Prevention Specialist. Continue and expand program of fire prevention and safety, including evacuation plans. Establish and maintain appropriate interagency communications. Provide residents with fire prevention/safety materials. Coordinate activities with Philadelphia Fire Department and National Fire Protection Association.	1408		52,800			
PHA-Wide	000	701093	Emergency Management: Fund salary and benefits for Emergency Management Specialist. Establish/expand emergency network/communications. Purchase government surplus equipment for emergency response. Equip selected maintenance vehicles with emergency communication equipment. Establish/expand communications with appropriate local, state and federal agencies, i.e., FEMA, PEMA and the City of Philadelphia.	1408		88,000			
PHA-Wide	000	700367	Pre-Apprenticeship Program: Continue Program of Pre-Apprenticeship in Building Trades.	1408		1,000,000			
PHA-Wide	000	700796	Staff Development: Provide training opportunities for PHA staff.	1408		250,000			
PHA-Wide	000	700182	Database Management Consultant.	1408		176,000			

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Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
Total 1408 Account						11,154,800			
PHA-Wide	000	700183	Administrative Salaries and Benefits	1410		8,124,250			
Total Preliminary Administrative Cost						8,124,250			
PHA-Wide	000	700185	Planning, Architectural, and Engineering Fees and Professional Services	1430		1,588,000			
PHA-Wide	000	700855	Environmental Issues: LBP Testing and Asbestos Monitoring	1430		200,000			
PHA-Wide	000	701082	Termite Investigation	1430	18 Units	30,800			
Total Preliminary Consultant Fees						1,818,800			
PHA-Wide	000	700876	Install Back Flow Preventors	1450	Varies	302,280			
PHA-Wide	000	701423	Repair / Replace Exterior Plumbing Lines	1450	4,600 lf	154,000			
PHA-Wide	000	700877	Fire Code Compliance (Water Mains and Hydrant)	1450	Varies	307,120			
PHA-Wide	000	700992	Landscaping including Tree Trimming	1450	675 Trees	677,600			
PHA-Wide	000	701099	Concrete and Pavement	1450	220,000 sf	880,000			
PHA-Wide	000	701478	Fencing	1450	26,000 lf	528,000			
PHA-Wide	000	701433	Repair Exterior Wall Surfaces including Stucco, Brick, Brick Pointing and Caulking	1460	4,800 sf	374,000			
PHA-Wide	000	700978	Window Replacement	1460	115 Windows	176,000			
PHA-Wide	000	701434	Roof Repair/Replacement	1460	78,750 sf	1,575,200			
PHA-Wide	000	701431	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	30 Units	1,760,000			
PHA-Wide	000	701098	504 Unit Modification/Fair Housing	1460	20 Units	528,000			

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PHA-Wide	000	701081	Flooring	1460	17,500 sf	88,000			
PHA-Wide	000	700878	Plumbing Upgrades	1460	465 Units	374,000			
PHA-Wide	000	700875	Electrical Upgrades/Distribution	1460	240 Units	484,000			
PHA-Wide	000	700874	Combustion Upgrades	1460	400 Units	440,000			
PHA-Wide	000	701095	Heating, Ventilation and Air Conditioners (HVAC) Upgrades	1460	330 Units	265,320			
PHA-Wide	000	701165	Elevator Upgrades	1460	2-4 Elevators	44,000			
PHA-Wide	000	701089	Repair/Replace Metal Handrails and Railings	1460	175 Units	272,800			
PHA-WIDE DWELLING IMPROVEMENTS						9,230,320			
PHA-Wide	000	701486	Modernization of Non-Dwelling Space	1470	3-4 Developments	440,000			
PHA-Wide	000	700035	Equipment for Security Upgrades	1475	7 Bldgs	1,056,000			
PHA-Wide	000	700614	Telephone Upgrades	1475	10 Sites	100,000			
PHA-Wide	000	700180	Computer Upgrades, GIS and Auto Cadd Equipment	1475	Varies	484,000			
PHA-Wide	000	701204	Administrative and Field Office Furniture and Equipment	1475	20 Sites	206,800			
PHA-Wide	000	701203	Maintenance Equipment Including Vehicles	1475	3-4 Vehicles	88,000			
PHA-WIDE NON DWELLING EQUIPMENT						2,374,800			
PHA-Wide	000	701506	New Development.	1498	70 Units	10,689,400			
PHA-WIDE New Development SUBTOTAL						10,689,400			
PHA-Wide	000	700797	Contingency	1502		469,376			
Total Contingency						469,376			

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Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
Richard Allen	003	701488	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including redesign of courtyards, tree trimming, repair/replacement of walkways, repair/resurface of parking lot and roadways.	1450	18,000 sq ft	900,000			
Richard Allen	003	701489	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	89 Total Units (Mixed Financing) Phased	500,000			
RICHARD ALLEN SUBTOTAL PA2-003						1,400,000			
Scattered Sites	004	700881	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	85 Exterior Unit Sites Improvements	416,736			
Scattered Sites	004	700453	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	85 Units	3,750,626			
SCATTERED SITES SUBTOTAL PA2-004						4,167,362			
Scattered Sites	005	701400	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	4,670			
Scattered Sites	005	700454	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	42,029			
SCATTERED SITES SUBTOTAL PA2-005						46,699			

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Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
Raymond Rosen	010	700441	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	308 Units	10,700,000			
RAYMOND ROSEN SUBTOTAL PA2-010						10,700,000			
Scattered Sites	012	701401	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	46 Exterior Unit Sites Improvements	220,599			
Scattered Sites	012	700455	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	46 Units	1,985,390			
SCATTERED SITES SUBTOTAL PA2-012						2,205,989			
Harrison	015	701495	Master Planning for Comprehensive Unit Modernization	1460	Site	1,000,000			
HARRISON PA2-015						1,000,000			
Mill Creek	017	701495	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	250 Units (phased)	1,000,000			
MILL CREEK PA2-017						1,000,000			
Scattered Sites	025	701409	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	2 Exterior Unit Sites Improvements	9,340			
Scattered Sites	025	700457	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	2 Units	84,059			

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Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
SCATTERED SITES SUBTOTAL PA2-025						93,399			
Scattered Sites	060	701409	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	7 Exterior Unit Sites Improvements	38,472			
Scattered Sites	060	700457	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	7 Units	346,242			
SCATTERED SITES SUBTOTAL PA2-060						384,714			
Scattered Sites	067	701410	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	19 Exterior Unit Sites Improvements	91,620			
Scattered Sites	067	700458	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	19 Units	824,577			
SCATTERED SITES SUBTOTAL PA2-067						916,197			
Scattered Sites	069	701411	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	43 Exterior Unit Sites Improvements	213,705			
Scattered Sites	069	700459	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	43 Units	1,923,347			

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
SCATTERED SITES SUBTOTAL PA2-069						2,137,052			
Scattered Sites	078	701413	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,113			
Scattered Sites	078	700462	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	28,020			
SCATTERED SITES SUBTOTAL PA2-078						31,133			
Scattered Sites	080	701414	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	27 Exterior Unit Sites Improvements	135,873			
Scattered Sites	080	700460	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	27 Units	1,222,856			
SCATTERED SITES SUBTOTAL PA2-080						1,358,729			
Scattered Sites	081	701415	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	15 Exterior Unit Sites Improvements	114,747			
Scattered Sites	081	700461	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	15 Units	1,032,723			

Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
SCATTERED SITES SUBTOTAL PA2-081						1,147,470			
Scattered Sites	085	701417	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	15 Exterior Unit Sites Improvements	99,403			
Scattered Sites	085	700463	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	15 Units	894,626			
SCATTERED SITES SUBTOTAL PA2-085						994,029			
Scattered Sites	087	701418	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,113			
Scattered Sites	087	700464	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	28,020			
SCATTERED SITES SUBTOTAL PA2-087						31,133			
Scattered Sites	088	701419	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	17 Exterior Unit Sites Improvements	84,281			
Scattered Sites	088	700465	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	17 Units	758,531			
SCATTERED SITES SUBTOTAL PA2-088						842,812			

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Development Number / Name	PA #	Acct #	General Description of Proposed Work Items	Develop Acct #	Quantity	Original	Revised Funds Obligated	Funds Expended	Status of Proposed Work
Scattered Sites	091	701420	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	11 Exterior Unit Sites Improvements	55,150			
Scattered Sites	091	700466	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	11 Units	496,347			
SCATTERED SITES SUBTOTAL PA2-091						551,497			
Scattered Sites	092	701421	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	4 Exterior Unit Sites Improvements	21,126			
Scattered Sites	092	700467	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	4 Units	190,133			
SCATTERED SITES SUBTOTAL PA2-092						211,259			
Spring Garden - Scattered Sites	127	700165	Property Purchases: Acquire properties which provide an opportunity to add to a cohesive neighborhood and are below TDC.	1440	14 Units	1,431,285			
Total Site Acquisition						1,431,285			
GRAND TOTAL						\$ 81,242,505			

Signature of Executive Director & Date:

X

Signature of Public Housing Director of Native American Programs Administrator & Date:

X

SECTION 8 HOMEOWNERSHIP PROGRAM CAPACITY STATEMENT

The "Section 8 Homeownership Program: Final Rule" was issued in the September 12, 2000 *Federal Register*. PHAs are now permitted to administer a voucher homeownership program, as provided in section 8(y) of the U.S. Housing Act of 1937. However, any PHA that plans to administer such a program, must demonstrate its capacity to administer such a program. As provided in the final rule at 982.625, a PHA can demonstrate its capacity to administer the program by satisfying one of the following criteria:

- (a) Establishing a minimum homeownership down payment requirement of at least three percent and requiring that at least one percent of the down payment come from the family's resources;
- (b) Requiring that financing for purchase of a home under its Section 8 Homeownership Program will: be provided, insured or guaranteed by the state or Federal government; comply with secondary mortgage market underwriting requirements; or comply with generally accepted private sector underwriting standards; or
- (c) Demonstrating in its Annual Plan that it has the capacity, or will acquire the capacity, to successfully operate a Section 8 Homeownership Program.

PHAs that intend to administer a Section 8 Homeownership Program are required to provide a capacity statement as an attachment to the Agency Plan, and the Section 8 Homeownership Capacity Statement must be listed as a required attachment in the Annual Plan Table of Contents.

The Philadelphia Housing Authority currently satisfies criteria (a), (b) and (c).

The Philadelphia Housing Authority Board approved the addition of Section 8 Homeownership Program to the existing Section 8 Program. HUD approved this program in June 1999.

POLICY ON COMMUNITY SERVICE AND ECONOMIC SELF-SUFFICIENCY ACTIVITIES

Background:

The Philadelphia Housing Authority (PHA) is required under federal regulations to establish and implement a Community Service and Economic Self-Sufficiency Activities policy applicable to residents of PHA public housing. The federally mandated Community Service and Economic Self-Sufficiency Activities requirements are described in a March 29, 2000 Final Rule published in the Federal Register by the US Department of Housing and Urban Development at 24 CFR, Parts 5, 880, et al. This policy statement has been issued by PHA to comply with the Final Rule and to describe its policies related to the Community Service and Economic Self-Sufficiency requirements.

Effective Date

PHA will be implementing this policy effective April 1, 2001 as required by the Final Rule described above.

Service Requirements

All adult residents of PHA public housing (age 18 and over), except for those family members who are exempt (see below), must:

- Contribute 8 hours per month of community service (NOT political activities), OR
- Participate in an economic self-sufficiency program for 8 hours per month, OR
- Perform 8 hours per month of combined community service and economic self sufficiency activities

Violation of the service requirement constitutes grounds for nonrenewal of the resident's lease at the end of the twelve-month lease term, but not for termination of tenancy during the course of the twelve-month lease term.

Exemptions from Requirement:

All residents of PHA public housing (age 18 and over) are covered by this policy with the exception of "exempt individuals". Exempt individuals include each adult resident who is:

- Currently engaged in work activities according to the definition found in section 407(d) of the Social Security Act (42 USC 607(d)), OR
- 62 years of age or older, OR
- Blind or disabled as defined under 216(i)(1) of the Social Security Act and who certify that because of the disability he or she is unable to comply with the service provisions of the act OR
- The primary caretakers of a blind or disabled adult, OR
- Exempt from work activity requirements under a State program funded under part A of title VI of the Social Security Act or under any other welfare program of the State including a State-administered welfare-to-work program, OR

- A member of a family receiving assistance, benefits or services under a State program funded under part A of tile IV of the Social Security Act or under any other welfare program of the State including a State-administered welfare-to-work program and has not been found by the State or other administering entity to be in noncompliance with the program

Definition of Community Service Activity:

Community service activities are defined as voluntary work or duties that are a public benefit and that serve to improve the quality of life, enhance resident self-sufficiency or increase resident self-responsibility in the community. It does NOT include political activities or employment.

PHA will recognize the following activities as meeting the requirements for establishing a Community Service activity:

- Participation in an organized property-based weekend “Clean and Green” effort sponsored by the Resident Council at the resident’s property; participation may include as staff or as a resident council appointed monitor
- Membership and participation in the elected Resident Council
- Work at a recognized nonprofit or faith-based organization that has applied to PHA, and been accepted by the PHA, to sponsor residents working in a volunteer capacity and to responsibly certify to the PHA each participant’s hours of service, according to the requirements of the PHA

Definition of Economic Self-Sufficiency Activity

Economic self-sufficiency activities are defined as any program to encourage, assist, train or facilitate economic independence or to provide work for assisted families. It is a very broad category which includes programs for job training, job readiness, education, ESL, household management, apprenticeship, and any other programs necessary to ready a participant for work (including substance abuse or mental health treatment programs), or other work activities. In order for participation in an Economic Self-Sufficiency Activity to meet the requirements of this policy, the specific Activity and certification procedure must be approved in advance for each participant’s hours of participation.

Notification to Residents:

Based on information provided by the resident family at initial occupancy and then annually at the time of re-certification, PHA will determine the status of each adult resident with respect to the service requirement. PHA will provide each household with a written description of which household members are subject to the service requirement and which household members are exempt. This written information will also describe the service requirements applicable to each household member and the specific procedures to be followed by each household member in fulfilling their service requirements. The written information will also inform residents of the process to claim exempt status and the process to notify PHA of changes in status during the lease term.

Lease Amendment:

PHA will amend its existing Lease as of the Effective Date to reflect the provisions of this policy.

Program Administration

Residents will be required to have monthly certification forms completed by the approved resident council, nonprofit, faith-based organization, or economic-self sufficiency activity, and to provide a year's worth of completed forms as part of the re-certification/reexamination package required each year.

Review of Resident Compliance with Policy:

On an annual basis, PHA or its designated program administrator will review family compliance with service requirements at least 30 days before the end of the 12-month lease term, as part of the re-certification/reexamination process.

If PHA determines that a family member is not complying with the service requirement, the PHA will notify the head of household of this determination including a brief description of the noncompliance and a statement that the PHA will not renew the lease at the end of the twelve month lease term unless:

- 1) The tenant and any other non-compliant family members enter into a written agreement to "cure" the non-compliance, and then subsequently live up to this agreement. The written agreement must include provisions to cure the non-compliance by completing the required additional hours of service over the 12-month term of the new lease. ; OR
- 2) The family provides written documentation that either the tenant or the other non-compliant residents no longer live in the unit.

The notice of non-compliance will state the tenant may request a grievance hearing and/or may also exercise any other available judicial remedies.

PET POLICY

Background

The Philadelphia Housing Authority (PHA) is required under federal regulations to establish and implement a Pet Policy applicable to residents of public housing. The US Department of Housing and Urban Development (HUD) mandated requirements are described in the July 10, 2000 Final Rule published in the Federal Register at 24 CFR, Part 960. PHA's Pet Policy is designed to comply with HUD's Final Rule on Pet Ownership in Public Housing.

Effective Date

Effective April 1, 2001 as required by the Final Rule described above.

Definitions

Pet: A domesticated animal of a species that is commonly kept as a household pet in the community, such as a cat, dog, canary, turtle, ferret, hamster or tropical fish.

Assistive Animal: An animal which provides assistance, service, or support to a person with disabilities and which is needed as a reasonable accommodation to such individual with disabilities (for example, a dog guiding an individual with impaired vision or alerting an individual with impaired hearing). An assistive animal shall be counted in the number of pets kept in a household.

General Information

1. Residents maintaining pet(s) in their apartment, with the prior consent of Management on or before the date of the adoption of this policy, may retain their pet(s) for the lifetime of the pet(s).
2. The mature size of the pet may not exceed 25 pounds. Assistive animals may exceed 25 pounds.
3. Any resident wishing to obtain a new pet, or any new resident prior to moving in with a pet, must complete an application and obtain approval from Management and pay the fee prior to moving a pet into a unit.
4. Visitors with pets will not be allowed on the premises, with the exception of assistive animals. Residents may not temporarily care for pets of friends or relatives in their unit.

Types and Number of Pets

1. Pet ownership shall be limited to common domesticated household pets, which shall be defined to include only a dog, cat, canary, turtle, ferret, hamster or tropical fish and no other species of animal.
2. A maximum of one (1) cat or one (1) dog is allowed per unit. No resident shall have more than two birds. The resident may have a single aquarium, not to exceed 20 gallons in capacity. Any resident who has a dog or a cat may, in addition, have either an aquarium or a bird but not both.
3. All dogs and cats over two months of age must be neutered and proof of the procedure presented to Management upon request.
4. Pets of a vicious or aggressive disposition will not be permitted. The following breeds of dogs shall not be allowed: Doberman Pinscher, Pit Bull, German Shepherd and Rotweiler. Any mixed-breed dog with identifiable characteristics specific to one of the above breeds, which indicate that the dog is partially descended from a dog of one of the above-named breeds, will not be permitted.
5. Any animal deemed by Management to be potentially harmful to the health or safety of others, including attack or fight-trained dogs, will not be approved.
6. Livestock, reptiles, amphibians, rodents, birds of prey, tropical birds/animals, insects, arachnids, and poisonous fish will not be permitted.

Pet Ownership Rules

1. When taking pet outside the unit on PHA property, the owner shall adhere to the following rules:
 - a. Dogs, while leashed or in an appropriate animal transport container.
 - b. All other species, in appropriate transport containers.
 - c. Dog muzzles are required for 15-25 pound pets.
2. In addition to this policy, all owners of dogs are required to comply with State and City of Philadelphia Public Health, Animal Control and Animal Anti-Cruelty laws and regulations.
3. Birds shall be maintained in appropriately constructed cages at all times.
4. Pet owners must prevent the pet from gnawing, chewing, scratching or otherwise defacing doors, walls, windows and floors and other fixtures of the resident's unit and common areas.
5. The resident shall keep the unit and surrounding areas free of pet odors, insect infestation, waste and litter and maintain the unit in sanitary condition at all times.
6. Residents will not allow pets to disturb the health, safety, rights, comfort or quiet enjoyment of other residents. Repeated, substantiated complaints from other residents, neighbors or PHA

personnel regarding pets disturbing the peaceful enjoyment of the premises through noise, smell, animal waste or other nuisance, will result in the resident having to remove the pet or be subject to lease violation procedures.

7. Individual PHA developments may impose stricter limits on the Pet Rules, by a documented Resident Council meeting and vote of the affected residents. A vote shall be held if at least ten percent (10%) of the affected households petition for stricter rules. All affected households shall receive at least 72 hours advance notice of the date, time and place of the election and of the exact language of the proposition, and a majority of households voting shall decide the issue.
9. Pet owners shall be held liable and charged for the following items:
 - a. Repairing or replacing damaged areas of the exterior or interior doors, walls, floors, floor coverings, and fixtures in the unit, common areas or other units damaged by the owner's pet;
 - b. Cleaning, deodorizing and sanitizing carpeting and other floor coverings in the apartment or common areas as necessitated by the presence of the pet;
 - c. Short and long-term pet care or disposition necessitated by the inability or unwillingness of the resident or resident's designated caretaker to assume responsibility for the pet; and
 - d. Any pet related insect infestation. PHA reserves the right to exterminate and charge the resident.
10. The resident shall pay promptly, upon receipt of a bill, the cost of all materials and/or labor for repair of any damage caused by the resident's pet.
11. Pets should not be left alone for more than 24 hours. They should be cared for by a designated person or taken to a kennel or appropriate shelter. In the event that a pet is left alone in an unoccupied apartment, due to vacation, illness or other absence of the resident, and the pet is not being properly cared for, Management shall attempt to contact the resident or the resident's emergency contact to remove the animal. If this is not successful, the manager may have the pet removed, at the expense of the resident, to an appropriate animal shelter. This action will be taken as expeditiously as possible to prevent harm to the apartment, other residents and/or the animal. The manager shall record all such actions taken in the resident's file.
12. The presence of a pet may not interfere with the routine pest extermination, routine repairs and or inspections of the unit. The resident is responsible for removing or otherwise protecting pets every time extermination or maintenance is scheduled.
13. All residents shall be fully and solely responsible for disposal of pet wastes, both inside and outside of their apartment. Disposal must be made only by placing the pet waste in a sealed plastic bag and placing the bag in a container designated by the manager at the development. Pet waste or pet litter shall not be deposited in the toilet. If pet owners do not properly dispose of pet waste they shall be in violation of the City Health Code and may be subject fines and/or penalties outlined in the code.
14. Repeated failure by a resident to take responsibility for waste disposal shall be deemed a lease violation, even if the resident has paid any charges involved. Failure to pick up pet waste in common areas will result in a twenty-five (\$25.00) pet waste removal charge per occurrence (in accordance with the City Ordinance).

15. Residents who are unable to care for a pet on their own may appoint a "Designated Pet Caretaker" to assist them. In this case, the resident must identify the person(s) on the application form as noted below and update it at the time of the annual re-certification or more frequently, as necessary.

Application to Maintain Pets

1. In order to keep a pet on PHA property a resident must submit an application in advance to securing ownership of a pet. Any application by a resident for pet ownership must be presented to the resident's Site or CBMO Manager on the attached form.
2. The resident shall provide references for previous pet ownership, If applicable. The Manager shall decide on the application within thirty (30) days from the date of submission.
3. The Manager may deny the application if the Manager determines that the resident is unable to abide by the Pet Rules and Regulations, or if the proposed pet does not meet the requirements of the Pet Policy. Any denial of an application for pet ownership shall be provided in writing and shall specify the reason for the denial.
4. At the time of initial application, the resident is responsible for providing management with the following information and documents, which will be kept on file in the resident's folder:
 - a. The pet's attending veterinarian's name, address and telephone, if applicable;
 - b. In the case of a dog or cat, Veterinary Certificates of spaying or neutering, and all vaccination and inoculations required by law;
 - c. In the case of a dog, a copy of a current City of Philadelphia license;
 - d. If a pet owner cannot comply with any of the above, the owner shall present to Management a document prepared by a veterinarian stating the reason for non-compliance.
 - e. The pet owner must update the above information at least annually at the time of re-certification.

Deposits

A nonrefundable Pet Application Fee of \$50.00 is required for each pet maintained under this policy as defined in this Pet Policy with the exception of tropical fish and birds for which there will be a \$50 charge per unit rather than per pet. Current residents whose pets are being "grandfathered" may pay in full or in five consecutive monthly installments of \$10.00 each. New residents and current residents who later obtain a pet may pay in full or may split the payment into two separate payments as follows:

\$25.00 a month over a 2-month period upon approval of Management.

Lease Enforcement and Eviction Policy for Unauthorized Pets or Other Violations of This Policy

1. All lease enforcement and eviction actions taken as a result of this policy shall comply with PHA's Lease and Grievance Procedures.
2. In addition to failure to comply with the lease, if PHA, through the Site or CBMO Manager, determines that the presence of a pet constitutes a risk of damage to PHA property or creates a threat to the health and safety of any member of the public housing community, neighborhood, including residents, household members, guests and/or employees, PHA may require the removal of the resident's pet upon 48 hours written notice. Failure to comply with this notice shall be deemed a lease violation. Any violation shall give rise to all appropriate remedies under the lease, including institution of eviction proceedings. In the case of a vicious dog, PHA may make a complaint to the City of Philadelphia, Dog Control Unit.
3. If an unauthorized pet is seen in a resident's unit, a letter of violation will be given to the resident. This letter shall state that the resident must remove the pet within seven (7) days or eviction proceedings will commence. Seven days after this letter is given to the resident, the Site or CBMO Manager will inspect the unit and verify whether or not the pet is gone.
4. If the resident still has the pet or has not otherwise responded to the seven-day letter, the pet owner will be served with a private conference notification. If the resident fails to respond to the private conference, a 30-day notice to evict will be issued. If the resident responds, at the conference the resident must agree to correct the lease violation, provide alternative evidence and/or explanations, already have corrected the problem or follow the procedures in this policy to apply to have a pet. The Manager shall follow up to verify that the resident has removed the pet within a week or otherwise complied with this policy. Should the resident refuse to comply, or if the resident has been a repeated offender of the pet policy, the Manager will proceed with eviction.

PROGRESS IN MEETING THE FIVE-YEAR MISSION AND OBJECTIVES

PHAs must include a statement of its progress in meeting the mission and goals outlined in its current Five-Year Plan. PHAs may either provide this statement as a brief narrative, or may add progress statements to the goals and objectives provided in the current Five-Year Plan, and indicate that the statements constitute a progress report.

The Philadelphia Housing Authority has elected to provide progress statements to the goals and objectives provided in the current Five-Year Plan, of this document.

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RESIDENT MEMBERSHIP OF THE PHA GOVERNING BOARD

Housing Authorities are required to have a resident as a member of the Governing Board of Commissioners. As a required attachment to the Agency Plan, each Housing Authority must provide the name, method of selection (election or appointment), and the term of appointment for the Resident Member of the Board of Commissioners. The Philadelphia Housing Authority's Resident Board Member is as follows:

COMMISSIONER'S NAME	METHOD OF SELECTION	EXPIRATION DATE
Commissioner Nellie Reynolds	Appointment	September 20, 2002

**AGENCY PLAN ADVISORY BOARD MEMBERSHIP, RESIDENT LEADERS
AND PUBLIC PARTICIPATION**

The Philadelphia Housing Authority (PHA) has established an Agency Plan Advisory Board (APAB). A Selection Committee comprised of representation from the Tenant Support Services, Inc; PHA Conventional and Scattered Site Operations; and Asset Management selected the Board. The membership of the Board is comprised of a total of 19 residents from senior developments, family developments, scattered sites, Section 8 housing, and alternatively managed developments. Responsibilities of the APAB include providing PHA with advise and recommendations regarding the development and review of the Agency Plan; dissemination of Agency Plan issues to constituents; and representation of constituent issues at Agency Plan Advisory Board Meetings.

Notices of selections for the Agency Plan Advisory Board were distributed on August 17, 2000.

The following residents were selected for the APAB:

1. Eleanor Thomas, Holmecrest (Senior)
2. Leola Wilson Bentley Hall (Senior)
3. Willa Mae Lewis, Wilson Park (Senior)
4. Rudolph Herring, Katie B. Jackson (Senior)
5. Commissioner Nellie Reynolds, Johnson Homes, (Family Development)
6. Tarolyn Fogan, Haddington Homes (Family Development)
7. Marguerite Harris, Tasker (Family Development)
8. Valerie Banks, Scattered Sites
9. Shirley Caesar, Scattered Sites
10. Robin Johnson, Scattered Sites
11. Constance Johnson, Section 8
12. Gurney Minggia, Section 8
13. Carolyn Warren, Herbert Arlene
14. Diane Gass, Norris Apartments
15. Corliss Grey, Queen Lane
16. Andrea Foster, Westpark
17. Dorothy Harrell, Abbottsford Homes
18. Elayne Robinson, Abbottsford Homes
19. Inez Green, Courtyards at Riverview

Thursday, Aug 24th, 1-4pm
Jackson

Agency Plan Advisory Board

Katie B.

APAB Members and Resident Leaders in attendance included the following:

Commissioner Nellie Reynolds
Willa Mae Lewis

Robin Johnson
Gurney Minggia

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Leola Wilson
Rudolf Herring
Shirley Ceasar
Constance Johnson

Dorothy Harrell
Elenor E Thomas
Carolyn Warren
Elayne Robinson

PHA Staff distributed copies of the approved 2000 Agency Plan and provided an overview of the document and areas that are anticipated to be updated and/or revised. New material required for this year's Agency Plan includes policies on Resident Community Service and Pets. PHA staff distributed an issue paper on Community Service, and a copy of the current policy on pets, which was developed in 1985. APAB members were requested to review the issues with their constituents and to represent constituent views at subsequent APAB meetings, as well as at Resident Leader's Meetings.

Issues raised and/or discussed by APAB members included security, waiting lists, seniors only designated buildings, social services, maintenance issues, pet policy and community service.

PHA Staff also distributed a list of future meetings related to the Agency Plan, a schedule of the Agency Plan review process, and provided PHA telephone contacts for APAB members wishing to obtain additional information or provide comments before the next scheduled meeting.

Thursday, Sep 7th 1-4pm Agency Plan Advisory Board Germantown House
APAB Members and Resident Leaders in attendance included the following:

Willa Mae Lewis
Dorothy Harrell
Elayne L. Robinson
Robin Johnson
Ardella Brown

Rasheedah Cephas
Satira Starks
Willie Young
Eleanor Thomas
Rudolf Herring

PHA staff addressed the issues raised at the August 24th meeting. Representatives from Top of the Clock/Central Security (Private Security), as well as a PHA Police Commander gave presentations and answered questions. Top of the Clock gave an overview of the security systems, services and guidelines. The PHA Police Commander presented a description of the new pilot security system that is currently being developed at Harrison Senior Development. PHA's goal is to eventually have state of the art security systems for all senior and conventional sites.

CRDSS gave an overview of the current service provider partners and distributed packages of handouts that identified the service provider partners, regional site locations, tenant councils and a summary of senior services. Asset Management presented the HUD guidelines for the Community Services and Pet Policy for resident discussion. Each APAB member received guideline materials, outlining the Pet Policy and Community Services. PHA received positive feedback from the APAB members, as well some very good suggestions for implementation.

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The highlight of the meeting came from the Abbotsford APAB member, who expressed appreciation for PHA responding to the concerns of residents regarding repairs. She stated that PHA responded immediately and is out working consistently to maintain properties.

In closing, Asset Management thanked the members for their continued participation and the many suggestions and recommendations that were provided, encouraged APAB Members to share the meeting information with their respective constituents and requested residents to come to the next meeting with a list of three places where residents could perform community services.

Thursday, Sep 14th 1-4pm Resident Leaders/APAB Tasker Homes

A combined Agency Plan Advisory Board/Resident Leaders Meeting was attended by the following:

Rudolph Herring	Satira Starks
Marguerite Harris	Shirley Ceaser
Valerie Banks	Rasheedah Cephass

PHA presented a review of the annual Performance and Evaluation Reports for the Capital Funds, and a discussion of capital funding planning for the current Agency Plan. Additional presentation/discussions included private security guards, resident community service requirements and pet policy.

Thursday, Oct 12th 1-4pm Resident Leaders/APAB Johnson Homes

A combined Agency Plan Advisory Board/Resident Leaders Meeting was attended by the following:

Leola E. Wilson	Delores Green
Corliss Gray	Eva Washington
Alfreda Hallvins	Satira V. Starks
Doris M. Watkins	Trellie Johnakin
Thelma Thomas	Elayne L. Robinson
Dorothy M. Jones	Mildred Dreden
Eleanor E. Shawn	Andrea Foster
Elnor Dawkins	Commissioner Nellie W. Reynolds
Odessa Peak	Willa Mae Lewis
Gertrude Heath	Rudolph Herring
Florence Bookey	Noel L. Muller
Marguerite Harris	Jacqueline Garvin

PHA Staff presented a review of the previous meeting issues, an update to the Agency Plan review schedule, and opened discussion for comments by Board and Resident Leaders on the Community Service and Pet Policy. Comments were favorable for the Community Service requirements, as well as a stricter pet policy than that which is currently in place.

Thursday, Nov 9th 1-4 pm Resident Leaders/APAB Meeting Westpark Apts.

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A combined Agency Plan Advisory Board/Resident Leaders Meeting was attended by the following:

Elayne L. Robinson	Leola Wilson
Dorothy Harrell	Rudolph Herring
Noel Muller	Dorothy M. Jones
Shirley Ceasar	Thelma Thomas
Satira Starks	Harry Stewart
Mary James	Robert Armstrong
Corliss Grey	Andrea Foster
Commissioner Nellie Reynolds	Blanche Tilghman

PHA Staff presented a review of the previous meeting issues, an update to the Agency Plan review schedule, and presented discussions on the capital fund, newly proposed social services programs, and an overview of the Moving To Work Demonstration Program. Resident Leaders requested a funding line allocation for senior program services.

Friday, Dec 8th 9:30-3 pm **Resident Leaders/APAB Meeting** **Gladys B. Jacobs**

Edith Blackmore	Marguerite Harris
Florence Booker	Shirley Ceasor
Eva Cunningham	Mae Milton
Diane L. Gass	Angel Lergert
Peggie Jones	Thelma Thomas
Ethel M. Wise	Elner Dawkins
Lela E. Wilson	Rasheedah Johnson
M. Rasheedah Cephas	Elayne L. Robinson
Thomas M. Holloman	Rudolph Herring
Noel L. Muller	Vera Miller
Dorothy Harrell	Satira Starks
Mary James	Commissioner Nellie W. Reynolds
Thomas Cunningham	Trellie Johnakin
Tarolyn Fogan	Virginia Wilks
Robin Johnson	

PHA Staff presented a review of the HUD Resident Survey, followed by an overview of PHA's proposed application approach for a Moving To Work Demonstration Program. If selected, PHA would develop an application based on the following four critical areas:

1. Redevelopment of Scattered Site Neighborhoods;
2. Development of a Comprehensive Family Self-Sufficiency Program;
3. Development of a Leased Housing Program; and
4. Implementation of an Energy Performance Contracting Program.

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Residents supported PHA's proposed plan to apply for a Moving To Work Demonstration Program. Resident Leaders and Members of the Agency Plan Advisory Board had no new comments on the Draft Agency Plan.

Residents raised specific questions regarding building security guards, unit inspections, relocation procedures, and the need for additional funding for scattered sites.

PHA Staff also presented a review of the revised capital fund, which included the addition of a new funding line for Senior Services requested by residents during the review of this Draft Agency Plan.

RESIDENT SERVICE AND SATISFACTION FOLLOWUP PLAN STATUS REPORT (12/00)

Introduction

As a result of scoring less than 75% in each of the categories surveyed PHA was required to provide to HUD a follow-up plan for improvement in the areas surveyed. In July 2000, PHA submitted its plan to HUD and received approval of the plan on November 30, 2000. PHA is now in a new Public Housing Assessment System (PHAS) year and is subject to new survey results, implementation and follow-up plans. This report will provide an update on PHA activities since July 2000.

PHA continues in its commitment to provide quality service to the numerous families that reside in its developments. The agency continues to make significant improvements in property management, technological advancement, physical infrastructure upgrades and modernization, community partnership and staff development. By placing our attention on the continued refinement of our core competencies, the PHA staff remains committed to the agency's vision by ensuring that every resident served is provided with safe and decent housing.

PHA continues to carry out its mission through adherence to our principles and 10 strategic goals as outlined in the Agency Plan of which this report is a part.

1. Maintenance & Repair

PHA established as one of its goals and core business objectives, property management services. The executive summary of the PHA Annual Plan sets out its objective to "increase the effective number and quality of affordable housing units available to eligible low income housing families by improving maintenance and management operations." Through the extensive delivery of services, improved systems, implementation of procedures, and a more efficient administrative structure, the PHA 'will continue to improve the delivery of services to the residents'. These and other initiatives address and significantly improve many of the neighborhood appearance and maintenance issues currently facing PHA residents.

Examples of PHA's most recent efforts and plans for continued improvement of maintenance and management operations include the following:

- PHA has reduced its backlog of routine work orders by 55% during the past year.
- PHA is refining computer system to better monitor specific components of vacancies: i.e. - length of time to make a unit ready, length of time in the leasing process, downtime etc.

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- To ensure conformance with new HUD regulations regarding Physical Inspections, PHA is in the process of purchasing new Palm IIIx hand held computers. Unit, building, major systems and common area inspections will be programmed into the hand held to provide maximum coverage of areas to be inspected. Review of current procedures, systems and set-up requirements is underway. PHA expects to begin using the new hand helds by 4/01/01.
- PHA maintenance staff prepared approximately 1,003 units for reoccupancy since 4/1/2000.
- PHA currently has ten sites under comprehensive modernization of which one is in the final stage and reoccupancy is underway. This constitutes PHA largest effort to improve the quality of housing for our residents.

2. Communication

Over the past year, PHA has sponsored and participated in numerous community activities which benefit the community-at-large. These efforts have allowed us to educate a wider audience with regard to the positive changes in public housing in the City of Philadelphia. For example, 1999 marked the first time PHA has participated in the City's Thanksgiving Day Parade, the Greater Philadelphia Association of Realtors Conference, and housing home ownership fairs.

We rely heavily on community collaboration and support in all of our programs and our Community Relations Department of Social Services (CRDSS) works diligently to aggressively seek opportunities that support the Agency's Master Plan and Strategic Planning goals designed to benefit PHA residents through available community funding and expertise.

PHA has approximately 50 Resident Council organizations for public housing and tenant representatives from Section 8 who attend monthly "Resident Board" meetings. It has been PHA's practice for the past seven years to present all Board of Commissioners Resolutions to resident leaders for review prior to the actual meeting. At the meeting residents have an opportunity to express their concerns about a specific program or activity. Serious issues are resolved prior to a resolution being presented to the Board for final approval.

PHA residents attended six discussion groups to assist in the development of the Agency Plan for FY 2001.

PHA also conducts "Roundtable" discussions on a bimonthly area-wide basis with residents. Residents meet with PHA Area Managers to discuss site clean up schedules, the establishment or progress of garden and block clubs, trash pick up and generally exchange concerns and ideas. PHA will continue with these communication practices

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as a normal course of business.

3. Safety

PHA has gathered and analyzed several information data sources to best identify the actions needed to address crime and safety issues at all PHA sites. The PHA Annual Plan contains several practices that assist the PHA in ensuring a safe environment for all residents.

Efforts for continued improvement in creating a safe environment for PHA residents include:

- PHA has established community policing with resident training, block watchers' programs, crime prevention through environmental design, participation and extended involvement with local police precincts.
- The development of Neighborhood Town Watches are underway for Liddonfield, Whitehall, Johnson and West Park Apartments. Recruitment meetings have been held at each location and the Philadelphia Town Watch group is working with the residents.
- For year 2000 Part 1 and Part 2 crimes have been reduced by 17% and 10% respectively.
- Established a first ever Truancy Prevention and Apprehension program targeting PHA properties. (This unit processed 93 cases in its first year).
- PHAPD has expanded its drug and violence prevention efforts with the addition of the Drug Abuse Resistance Education (DARE) and the Gang Resistance Education and Training Programs (GREAT) that target youth for drug and violence prevention. Currently two (2) personnel are assigned to this task and are providing their services to seven (7) schools in areas surrounding PHA developments.
- PHA developed strong partnerships through the execution of several agreements with other agencies. This includes the execution of a multi-agency Memorandum of Understanding with the Pennsylvania Attorney General's Office and the Philadelphia Police Department to reduce drug trafficking in West Philadelphia. PHA has signed a new agreement with the Pennsylvania State Police to provide continued access to criminal history data.

4. Services

By determining resident and business needs to improve the quality of their lives, PHA has set business development as a goal. 1999-2000 has brought numerous opportunities to the Agency to create new ways in which PHA residents are able to improve their economic viability. Because of these various opportunities we were able to improve our service offerings to our residents and allow them the opportunity to make new choices for themselves and their families. Several of the institutions and organizations currently involved in partnerships with PHA that

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improve the economic viability of our residents include: Temple University, The Enterprise Center, The African-American and Hispanic Chamber of Commerce, The United States Small Business Administration, and Mentoring Partnerships, Inc. The personal long-term benefit to our residents strengthens the Agency as well as the communities in which they reside. These initiatives which began during the past two fiscal years will be implemented and expanded during the coming year.

- PHA sponsored vendor and employee training on Section 3 requirements, to ensure a 75% new hire resident placement rate for construction jobs.
- PHA assisted in increasing the capacity of Tenant Support Services, Inc. (TSSI) to serve as a premier tenant-operated entity to guide the provision of support services for public housing residents.
- Temple University in partnership with PHA received a \$5 million Welfare-to-Work grant to assist families in becoming work ready.
- The Philadelphia Housing Authority awarded a \$80,000 contract to the Philadelphia Commercial Development Corporation (PCDC) to support the development of 30 resident owned businesses.
- The Enterprise Center, with PHA as a partner, was awarded \$1.2 million by the U.S. Department of Commerce to create the Philadelphia Interactive Business Network (PIBN) at the Westpark Apartments computer laboratory. PIBN will be a “virtual incubator,” providing all the services offered by brick-and-mortar business incubators.

5. Neighborhood Appearances

PHA has established property management services a core business objective. The executive summary of the PHA Annual Plan sets out its objective to “increase the effective number and quality of affordable housing units available to eligible low income housing families by improving maintenance and management operations.” Through the extensive delivery of services, improved systems, implementation of procedures, and a more efficient administrative structure, PHA ‘will improve further the delivery of services to the residents’.

PHA currently has ten sites under comprehensive modernization of which one is in the final stage and reoccupancy is underway. This constitutes PHA largest effort to improve the quality of housing for our residents. The complete revitalization of these sites will make notable improvements in the neighborhoods that they located, in addition to adding value to the surrounding properties. For non-mod sites PHA continues to award various contracts for site enhancements such as: landscaping, cement work, roofing, window, door and storm door replacements. These improvements serve to increase resident pride for the developments they live in and encourage similar improvements to be made by property owners in the surrounding

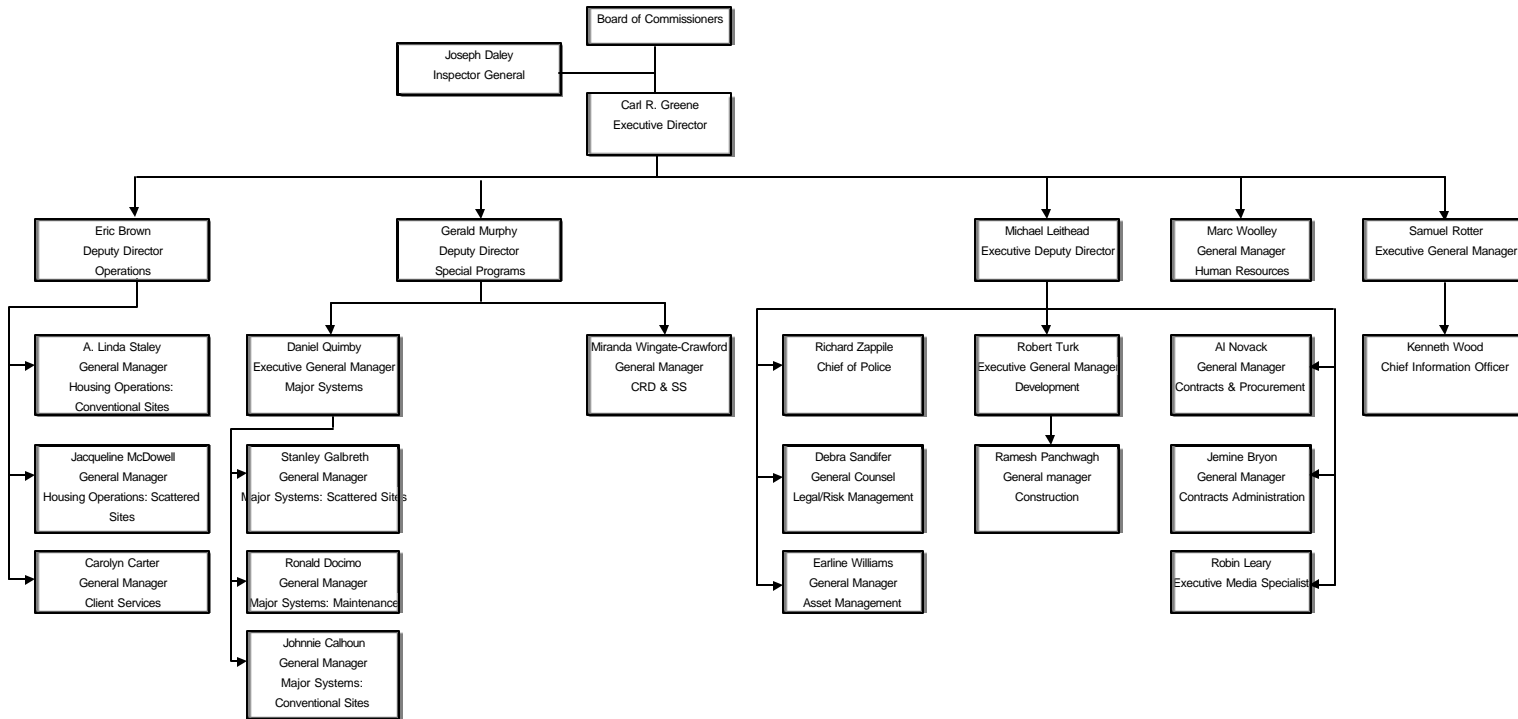
ATTACHMENT I

communities.

Continued efforts for community improvement include:

- Receipt of an \$80,000 contract to support 30 resident-owned businesses.
- PHA worked with the Census Bureau in its Census 2000 initiative. Jobs were provided to PHA residents to assist in assuring an accurate census count. While the results of the census count are not immediate, the anticipated result of PHA cooperating with the Census Bureau will be more resources for the neighborhoods where public housing developments are located.
- To date PHA has sold over 38 public housing units to its residents. Our goal for year 2000 is to offer 250 additional units to residents for ownership. PHA is in the process of collaborating and building relationships with local community development corporations and financial institutions to make homeownership a reality for many residents. Private ownership is another step to improving property value and making communities more secure.
- PHA developed strong partnerships through the execution of several agreements with other agencies. This includes the execution of a multi-agency agreement with the Pennsylvania Attorney General's Office and the Philadelphia Police department to reduce drug trafficking in specific areas of the city.
- As an annual summer activity, PHA sponsors several community days in which selected Scattered Site neighborhoods and conventional developments are the subject of a one day clean up and community fair. PHA staff and residents clean the community after which several activities are planned for the remainder of the day. This includes the appearance of local radio station personalities, music, games, drill team shows, gift packages, refreshments and news and information about PHA.
- Five PHA residents per year have enrolled at Temple University and one has graduated.

Philadelphia Housing Authority



Five-Year Action Plan

Part II: Supporting Pages

Management and Physical Needs Work Statements

Capital Fund

U.S. Department of Housing

and Urban Development

Office of Public and Indian Housing

OMB Approval No. 2577-0157 (exp. 7/31/98)

Work Statement for Year 5 FFY: 2005

Work Statement for Year 5 FFY 2005	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	PHA-Wide	000	Bond Debt Service	1499		22,460,000
	PHA-Wide	000	Operating Subsidy	1406		500,000
			Management Improvements			
	PHA-Wide	000	Resident Services Salaries and Benefits	1408		580,000
	PHA-Wide	000	Lobby Monitors: Program to enhance site security.	1408		300,000
	PHA-Wide	000	Drug Elimination Officers Salaries and Benefits	1408		6,000,000
	PHA-Wide	000	PHA Development Staff Manager	1408		70,400
	PHA-Wide	000	Computer Software Acquisition, Customization, Installation, and Training	1408		660,000
	PHA-Wide	000	Program Development Specialists: Continue to program to identify programs and agencies that provide services/resources consistent with PHA's mission. Prepare grants and establish partnerships.	1408		202,400
	PHA-Wide	000	Vocational Economic Development	1408		79,200
	PHA-Wide	000	Regional Referral Manual: The Community Resources Development and Social Services Department is developing a Regional Referral Manual of community organizations and partnerships that offer social and economic enhancement services for residents.	1408		5,000
	PHA-Wide	000	Community Gardening: The Community Gardening initiative creates gardening clubs that beautify selected open spaces in and around public housing by planting flowers, shrubs, annuals, and perennials. The program provides introductory horticultural training and leverages PHA resources through partnerships with the City of Philadelphia and Home Depot.	1408		8,800
	PHA-Wide	000	Resident Computer Labs: The Philadelphia Housing Authority, in conjunction with Tennant Support Services, Inc. seeks to establish on site computer laboratories to enable residents to develop information technology skills such as: computer literacy, PC Operation, use of the internet, email, word processing, database, and spreadsheets.	1408		22,000
	PHA-Wide	000	Parent Training: PHA has reached out to the Department of Human Services (DHS) and anticipates incorporating existing, funded programs in an effort to develop a comprehensive service delivery program for parenting skills development, and supportive services for parents living in public housing.	1408		44,000
	PHA-Wide	000	Resident Business Development: The Philadelphia Housing Authority, in conjunction with TSSI, and economic development partners such as SBA, PCDC, Enterprise Center, African American and the Hispanic Chambers of Commerce, to provide loans to start resident owned businesses and provide technical assistance to operate the new business ventures and participate in the alternative procurement process under the Section 3 compliance program.	1408		44,000

Work Statement for Year 5 FFY: 2005

Work Statement for Year 5 FFY 2005	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	PHA-Wide	000	Resident Life Skills Program: Provide year round academic assistance, career exploration, counseling, mentoring and community service activities to 200 youth ages 14 and 15. Participants improve academic performance and increase post-high school career and education choices. Workforce Investment Act funding from the Philadelphia Youth Network supports this initiative.	1408		44,000
	PHA-Wide	000	Family Self Sufficiency: The Philadelphia Housing Authority will expand the Family Self-Sufficiency (FSS) program to include residents of conventional and scattered site housing and deliver services to families through one-stop centers operated by Community Resources Development and Social Services Regional Managers. Residents receive information on programs and services available for achieving self-sufficiency.	1408		220,000
	PHA-Wide	000	Youth Development: Provide Performance Art Training in vocal arts, dramatic arts, and dance. Children are able to demonstrate the craft of acting, using articulation, diction, and body to convey character. The program offers life skills that can be attained through the discipline of rigorous arts training. Homework assistance improves academic performance, and martial arts training improves self-confidence, self-discipline, and self-esteem.	1408		880,000
	PHA-Wide	000	Technical Capital Improvement Planning and Training	1408		22,000
	PHA-Wide	000	Building Trades Staff Skills in Carpentry, Electrical and Plumbing	1408		44,000
	PHA-Wide	000	Fire Prevention: Fund salary and benefits for Fire Prevention Specialist. Continue and expand program of fire prevention and safety, including evacuation plans. Establish and maintain appropriate interagency communications. Provide residents with fire prevention/safety materials. Coordinate activities with Philadelphia Fire Department and National Fire Protection Association.	1408		52,800
	PHA-Wide	000	Emergency Management: Fund salary and benefits for Emergency Management Specialist. Establish/expand emergency network/communications. Purchase government surplus equipment for emergency response. Equip selected maintenance vehicles with emergency communication equipment. Establish/expand communications with appropriate local, state and federal agencies, i.e., FEMA, PEMA and the City of Philadelphia.	1408		88,000
	PHA-Wide	000	Pre-Apprenticeship Program	1408		1,000,000
	PHA-Wide	000	Database Development/Management: Consultant Services	1408		176,000
			Preliminary Management Improvement Costs			10,542,600
	PHA-Wide	000	Preliminary Administrative Costs	1410		8,124,250
			Consultant Fees			
	PHA-Wide	000	Planning, Architectural, Engineering Fees and Professional Services	1430		1,525,000
	PHA-Wide	000	Environmental Services	1430	Varies	300,000
	PHA-Wide	000	Termite Investigation	1430	18 Units	30,800
			Preliminary Consultant Fees			1,855,800
	PHA-Wide	000	Site Acquisition	1440		1,000,000
						1,000,000
	PHA-Wide	000	Install Backflow Preventors	1450	Varies	302,280
	PHA-Wide	000	Install Exterior Plumbing Lines	1450	4,600 lf	88,000

Work Statement for Year 5 FFY: 2005

Work Statement for Year 5 FFY 2005	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	PHA-Wide	000	Fire Code Compliance (Water Mains and Hydrants)	1450	Varies	307,120
	PHA-Wide	000	Landscaping including tree-trimming	1450	675 Trees	677,600
	PHA-Wide	000	Concrete and Pavement	1450	220,000 sf	880,000
	PHA-Wide	000	Fencing	1450	5,000 lf	100,000
	PHA-Wide	000	Repair building exterior brick and stucco surfaces, caulking and brickpointing	1460	48,300 sf	374,000
	PHA-Wide	000	Window Replacement	1460	110 Windows	176,000
	PHA-Wide	000	Roof Replacement	1460	50,000 sf	1,000,000
	PHA-Wide	000	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	30 Units	1,760,000
	PHA-Wide	000	504 Unit Modification/Fair Housing	1460	20 Units	528,000
	PHA-Wide	000	Flooring	1460	17,500 sf	88,000
	PHA-Wide	000	Plumbing Upgrades	1460	465 Units	200,000
	PHA-Wide	000	Electrical Upgrades	1460	240 Units	484,000
	PHA-Wide	000	Elevator Upgrades	1460	1-2 Elevators	200,000
	PHA-Wide	000	Combustion Upgrades	1460	400 Units	440,000
	PHA-Wide	000	HVAC Upgrades	1460	330 Units	150,000
	PHA-Wide	000	Pump Replacement	1460	10 Pumps	
	PHA-Wide	000	Repair/Replace Handrails and Railings	1460	175 Units	100,000
			Preliminary PHA-Wide Site and Dwelling Structure Improvements			7,855,000
	PHA-Wide	000	Modernization of Non-Dwelling Space for Security Upgrades	1470	3-4 Developments	500,000
	PHA-Wide	000	Telephone Upgrades	1475	10 sites	100,000
	PHA-Wide	000	Computer Upgrades, GIS and Auto Cadd Equipment	1475	Varies	144,000
	PHA-Wide	000	Community Space Furniture and Equipment	1475	20 Sites	100,000
	PHA-Wide	000	Administrative and Field Office Furniture and Equipment	1475	21 Sites	206,800
	PHA-Wide	000	Maintenance Equipment Including Vehicles	1475	2-3 Vehicles	200,000
			Preliminary PHA-Wide Non-Dwelling Equipment and Structures Improvements			1,250,800
	PHA-Wide	000	New Construction	1498	7 Units	1,000,000
			Total For New Development			1,000,000
	PHA-Wide	000	Contingency	1502		997,903
			TOTAL PHA-WIDE COSTS			30,626,353
	Johnson Homes	001	Heating system	1460	Site	4,000,000
			TOTAL FOR JOHNSON HOMES PA-001			4,000,000
	Scattered Sites	004	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	58 Exterior Unit Sites Improvements	402,588

Work Statement for Year 5 FFY: 2005

Work Statement for Year 5 FFY 2005	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	004	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	58 Units	3,623,288
			TOTAL FOR SCATTERED SITES PA-004			4,025,876
	Scattered Sites	005	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	4,512
	Scattered Sites	005	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	40,602
			TOTAL FOR SCATTERED SITES PA-005			45,114
	Scattered Sites	012	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	31 Exterior Unit Sites Improvements	213,109
	Scattered Sites	012	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	31 Units	1,917,984
			TOTAL FOR SCATTERED SITES PA-012			2,131,093
	Harrison Plaza	015	Master Planning for Comprehensive Unit Modernization	1460	Site	50,000
			HARRISON SUBTOTAL PA-015			50,000
	Liddonfield	023	Master Planning for Comprehensive Unit Modernization	1460	Site	5,000,000
			LIDDONFIELD SUBTOTAL PA-023			5,000,000
	Queen Lane	024	Comprehensive Unit Modernization: Work includes items listed on the Physical Needs Assessment.	1460		1,000,000
			QUEENLANE SUBTOTAL PA-024			1,000,000
	Scattered Sites	025	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	9,023

Work Statement for Year 5 FFY: 2005

Work Statement for Year 5 FFY 2005	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	025	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	81,205
			TOTAL FOR SCATTERED SITES PA-025			90,228
	Oxford	032	Comprehensive Unit Modernization: Work includes items listed on the Physical Needs Assessment.	1460	200 Units (phased)	1,000,000
			OXFORD SUBTOTAL PA-032			1,000,000
	Scattered Sites	060	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	5 Exterior Unit Sites Improvements	37,165
	Scattered Sites	060	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	5 Units	334,487
			TOTAL FOR SCATTERED SITES PA-060			371,652
	Scattered Sites	067	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	12 Exterior Unit Sites Improvements	88,509
	Scattered Sites	067	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	12 Units	796,582
			TOTAL FOR SCATTERED SITES PA-067			885,091
	Scattered Sites	069	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	29 Exterior Unit Sites Improvements	206,450
	Scattered Sites	069	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	29 Units	1,858,047
			TOTAL FOR SCATTERED SITES PA-069			2,064,497

Work Statement for Year 5 FFY: 2005

Work Statement for Year 5 FFY 2005	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	078	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,008
	Scattered Sites	078	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	27,068
			TOTAL FOR SCATTERED SITES PA-78			30,076
	Scattered Sites	080	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	18 Exterior Unit Sites Improvements	131,260
	Scattered Sites	080	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	18 Units	1,181,339
			TOTAL FOR SCATTERED SITES PA-080			1,312,599
	Scattered Sites	081	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	16 Exterior Unit Sites Improvements	110,851
	Scattered Sites	081	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	16 Units	997,661
			TOTAL FOR SCATTERED SITES PA-081			1,108,512
	Scattered Sites	085	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	14 Exterior Unit Sites Improvements	96,028

Work Statement for Year 5 FFY: 2005

Work Statement for Year 5 FFY 2005	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	085	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	14 Units	864,253
			TOTAL FOR SCATTERED SITES PA-085			960,281
	Scattered Sites	087	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	1 Exterior Unit Sites Improvements	3,008
	Scattered Sites	087	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	1 Unit	27,068
			TOTAL FOR SCATTERED SITES PA-087			30,076
	Scattered Sites	088	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	12 Exterior Unit Sites Improvements	81,420
	Scattered Sites	088	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	12 Units	732,778
			TOTAL FOR SCATTERED SITES PA-088			814,198
	Scattered Sites	091	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	8 Exterior Unit Sites Improvements	53,277
	Scattered Sites	091	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	8 Units	479,496
			TOTAL FOR SCATTERED SITES PA-091			532,773

Work Statement for Year 5 FFY: 2005

Work Statement for Year 5 FFY 2005	Development Name	Development Number	General Description of Major Work Categories	Develop Acct #	Quantity	Estimated Cost
	Scattered Sites	092	Comprehensive Site Improvements: Work corresponds to items listed on the Physical Needs Assessment including replacement of site distribution lines, electrical, waterlines and sanitary lines; repair/replacement of sidewalks, landscaping including tree trimming and tree removal, repair/replacement of fencing, repair/replacement of yard drains serving roof and surface runoff, repair/replacement of drive-way pavement and rear yard cement walks and steps.	1450	3 Exterior Unit Sites Improvements	20,408
	Scattered Sites	092	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment including SMART II Occupied Unit Rehab, repairs to building exterior surfaces, windows, foundation, heating, electrical and mechanical systems; hazardous material abatement; 504 compliance; and modernization of living areas, kitchens and baths; and repairs to common areas such as repair/replacement of doors, and flooring.	1460	3 Units	183,678
			TOTAL FOR SCATTERED SITES PA-092			204,086
			YEAR FIVE PRELIMINARY GRAND TOTAL			\$81,242,505

Public Housing Drug Elimination Program Plan

Note: THIS PHDEP Plan template (HUD 50075-PHDEP Plan) is to be completed in accordance with Instructions located in applicable PIH Notices.

Annual PHDEP Plan Table of Contents:

1. General Information/History
2. PHDEP Plan Goals/Budget
3. Milestones
4. Certifications

Section 1: General Information/History

A. Amount of PHDEP Grant \$4,685,319

B. Eligibility type (Indicate with an "x") N1 _____ N2 _____ R X

C. FFY in which funding is requested FFY2001

D. Executive Summary of Annual PHDEP Plan

In the space below, provide a brief overview of the PHDEP Plan, including highlights of major initiatives or activities undertaken. It may include a description of the expected outcomes. The summary must not be more than five (5) sentences long

PHA will use PHDEP funds to expand its community based policing initiative, in which the PHA Police Department assigns officers to the developments sixteen (16) hours per day and utilizes Anti-Crime Teams (ACT), "Take Away Gun" Teams (TAG) and Strike Teams to address quality of life crimes and work in conjunction with the Philadelphia Police Department on a Joint Drug Task Force to investigate drug operations, throughout its conventional developments. The Initiative also includes "Solution Teams" composed of PHA PD, PHA management and maintenance staff and surrounding community representatives to work together to solve community problems related to drug use and crimes.

The program will also provide crime reduction services through the PHA PD Community Relations Unit which will conduct conflict resolution and domestic violence prevention training and mediation and crime prevention training at all PHA conventional developments and drug abuse prevention education by assigning a specially trained PHAPD Officer to local elementary schools and operating a mobile Computer Laboratory on which PHAPD Officers will teach computer skills and drug avoidance strategies avoid at PHA conventional developments.

E. Target Areas

Complete the following table by indicating each PHDEP Target Area (development or site where activities will be conducted), the total number of units in each PHDEP Target Area, and the total number of individuals expected to participate in PHDEP sponsored activities in each Target Area.

PHDEP Target Areas (Name of development(s) or site)	Total # of Units within the PHDEP Target Area(s)	Total Population to be Served within the PHDEP Target Area(s)
All conventional developments	11,361	14,190
All conventional developments (Conflict Resolution & Domestic Violence)	11,361	500
All conventional developments (Drug Abuse Prevention Education and Computer Learning)	11,361	2000
All conventional developments (Crime Prevention Training/Town Watch)	11,361	200
Abbottsford Homes (Contracted Security)	700	854

F. Duration of Program

Indicate the duration (number of months funds will be required) of the PHDEP Program proposed under this Plan (place an "x" to indicate the length of program by # of months. For "Other", identify the # of months).

6 Months _____ **12 Months** _____ **18 Months** _____ **24 Months** X **Other** _____

G. PHDEP Program History

Indicate each FY that funding has been received under the PHDEP Program (place an “x” by each applicable Year) and provide amount of funding received. If previously funded programs have not been closed out at the time of this submission, indicate the fund balance and anticipated completion date. For grant extensions received, place “GE” in column or “W” for waivers.

Fiscal Year of Funding	PHDEP Funding Received	Grant #	Fund Balance as of Date of this Submission	Grant Extensions or Waivers	Anticipated Completion Date
FY 1995	X	PA26DEP0020195	0		
FY 1996	X	PA26DEP0020196	0		
FY 1997	\$5,494,840	PA26DEP0020197	\$ 840,189	GE	11/4/2000
FY 1998	\$4,615,709	PA26DEP0020198	\$2,562,177		3/26/2001
FY 1999	\$4,495,583	PA26DEP0020199	\$3,718,902		1/19/2001

Section 2: PHDEP Plan Goals and Budget**A. PHDEP Plan Summary**

In the space below, summarize the PHDEP strategy to address the needs of the target population/target area(s). Your summary should briefly identify: the broad goals and objectives, the role of plan partners, and your system or process for monitoring and evaluating PHDEP-funded activities. This summary should not exceed 5-10 sentences.

PHA will join forces with the Phila. Police Department and public housing and community residents to implement a community policing initiative that includes an active, visible police presence on-site, coordinated investigation and surveillance and strict enforcement of “quality of life” laws and lease provisions to reduce crime by 2% at the targeted sites. PHA will also provide drug abuse prevention education to children throughout PHA’s conventional developments using a mobile computer laboratory and classroom presentations to deter and discourage the children’s involvement in drug activity and drug crimes.

PHA’s PHDEP program will be monitored by PHA’s Community Resource Development and Social Services Department and TSSI, a resident operated non-profit agency, through a combination of monthly activity reports, quarterly meetings with development residents, Resident Councils and program participants and site visits. Monitoring activities will examine progress in meeting milestones and achieving goals and objectives and identify alternate program strategies as necessary. PHA will engage an independent consultant to evaluate the program.

B. PHDEP Budget Summary

Enter the total amount of PHDEP funding allocated to each line item.

FY 2000 PHDEP Budget Summary	
Budget Line Item	Total Funding
9110 - Reimbursement of Law Enforcement	
9120 - Security Personnel	\$4,020,346
9130 - Employment of Investigators	
9140 - Voluntary Tenant Patrol	
9150 - Physical Improvements	
9160 - Drug Prevention	\$ 604,846
9170 - Drug Intervention	
9180 - Drug Treatment	
9190 - Other Program Costs	\$ 60,127
TOTAL PHDEP FUNDING	\$4,685,319.

C. PHDEP Plan Goals and Activities

In the tables below, provide information on the PHDEP strategy summarized above by budget line item. Each goal and objective should be numbered sequentially for each budget line item (where applicable). Use as many rows as necessary to list proposed activities (additional rows may be inserted in the tables). PHAs are not required to provide information in shaded boxes. Information provided must be concise—not to exceed two sentences in any column. Tables for line items in which the PHA has no planned goals or activities may be deleted.

9120 - Security Personnel					Total PHDEP Funding: \$4,020,346		
Goal(s)	1.To reduce Part 1 crimes by 2% at the targeted developments. 2. To reduce the number of crimes at Abbottsford Homes by 1%						
Objectives	1). To implement a community based policing strategy in conventional public housing developments. 2). To increase crime enforcement through the ACT, TAG and Strike Teams and participation in the Joint PHA PD and Philadelphia PD Drug Task Force. 3.). To provide training to public housing residents in the establishment of town watch teams and crime prevention techniques.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDep Funding	Other Funding (Amount /Source)	Performance Indicators
1. Establish community based policing at targeted developments			4/1/00	3/31/01	\$3,912,346		a. PHAPD Officers assigned to targeted sites. b. ACT, TAG and Strike Teams operate at targeted sites on an as needed/indicated basis. c. Resident Council and community representatives meet monthly with assigned PHA PD officers to identify problem areas and issues. d. Assigned PHA PD officers meet with residents at least quarterly. e. Resident Council members receive training in crime prevention techniques including the establishment of town watches. f. Reduce Part 1 crimes by 2% at targeted developments.
2. Provide contracted security guards at Abbottsford Homes			4/1/00	3/31/01	\$ 108,000		a. Security contractor selected. b. Patrol routes and schedule selected and teams assigned. c. Patrol teams issue written warnings to residents who violate lease terms. d. Crimes over the 12

						month period are reduced by 1%.

9160 - Drug Prevention					Total PHDEP Funding: \$604,846		
Goal(s)	1. To reduce drug use and abuse by children. 2. To reduce the number of domestic and other resident disputes by 20%.						
Objectives	1. To provide alternatives to drug crime by increasing residents math and reading skills and training them in marketable skills. 2. To teach children in classrooms, day care centers and the Mobile Computer Laboratory about strategies to prevent their abuse of drugs.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHEDep Funding	Other Funding (Amount /Source)	Performance Indicators
1. Operate the Mobile Computer Laboratory	400	7,394	4/1/00	3/31/01	\$276,856		a. 12 month Lab schedule set. b. 82 children per site at 20 sites receive computer instruction and drug abuse prevention education.
2. Provide drug abuse prevention education in schools and day care center in targeted development areas	350	7,394	4/1/00	3/31/01	\$65,444		a. 350 children receive drug abuse prevention education.
3. Train Resident Council members and residents in conflict resolution and domestic violence prevention/mediation.	500	13,717	4/1/00	3/31/01	\$262,546		a. 500 Resident Council members and residents are trained in conflict resolution and domestic violence prevention/mediation.

9190 - Other Program Costs					Total PHDEP Funds: \$ 60,127		
Goal(s)	1. To operate the PHA PHDEP Program effectively and efficiently.						
Objectives	1. To determine whether the PHA PHDEP Program produces the projected results and identify changes in program activities for future years. 2. To determine whether residents feel safer in their homes and developments than they did 12 months previously. 3. To ensure the efficient, effective financial operation of the program.						
Proposed Activities	# of Persons Served	Target Population	Start Date	Expected Complete Date	PHDEP Funding	Other Funding (Amount /Source)	Performance Indicators
1. Secure an independent evaluation of the PHA PHDEP program.			10/1/00	3/31/01	\$15,000		a. An independent consultant is engaged. b. An evaluation is submitted.
2. Conduct a resident survey			12/1/00	3/31/01	\$25,000		a. A consultant is engaged to conduct the survey. b. The resident sample is selected and residents receive initial notices. c. Survey results are submitted.
3. Use 30% of a PHA Accountant's time to maintain program books and records, review invoices and bills for program expenditures and prepare and submit internal and external financial status reports.			4/1/00	3/31/01	\$20,127		a. Financial management tasks are assigned to an in-house accountant. b. The accountant submits quarterly financial reports on the program's financial status.

Section 3: Expenditure/Obligation Milestones

Indicate by Budget Line Item and the Proposed Activity (based on the information contained in Section 2 PHDEP Plan Budget and Goals), the % of funds that will be expended (at least 25% of the total grant award) and obligated (at least 50% of the total grant award) within 12 months of grant execution.

Budget Line Item #	25% Expenditure of Total Grant Funds By Activity #	Total PHDEP Funding Expended (sum of the activities)	50% Obligation of Total Grant Funds by Activity #	Total PHDEP Funding Obligated (sum of the activities)
<i>e.g Budget Line Item # 9120</i>	<i>Activities 1, 3</i>		<i>Activity 2</i>	
9110				
9120	Activities 1-2	\$3,618,311 (90%)	Activities 1-2	\$4,020,346 (100%)
9130				
9140				
9150				
9160	Activity 1-4	\$ 544,361 (90%)	Activity 1-4	\$ 604,846 (100%)
9170				
9180				
9190	Activity 1-3	\$ 54,115 (90%)	Activity 1-3	\$ 60,127 (100%)

TOTAL		\$4,206,787 (90%)		\$ 4,685,319 (100%)
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Section 4: Certifications

A comprehensive certification of compliance with respect to the PHDEP Plan submission is included in the “PHA Certifications of Compliance with the PHA Plan and Related Regulations.”

INSTITUTIONALIZATION OF ASSET MANAGEMENT AND OVERSIGHT FUNCTION WITHIN PHA FOR PRIVATELY MANAGED AND ALTERNATIVELY MANAGED PROPERTIES

As the properties currently under redevelopment and new projects to be undertaken in future years are reoccupied and are being operated by their owners/private managers in accordance with the ground leases, regulatory and operating agreements and other evidentiaries executed between the developers and the Philadelphia Housing Authority (PHA), the PHA will be vigilant in its oversight of these properties to ensure that they remain in compliance with the provisions of their agreements with the PHA and remain financially viable and well managed. This oversight responsibility also applies to the one property in the PHA inventory managed by a Resident Management Corporation (RMC). Currently PHA has no conventional properties for which it has contracted out management responsibilities to a private management company. PHA has established a section of the Asset Management Department to have lead responsibility for oversight for the redeveloped, mixed income, mixed-finance, privately owned/managed properties and properties managed by an RMC.

Properties for which oversight responsibility will be the responsibility of the Asset Management Department include:

- Properties governed by ground leases, and regulatory and operating agreements negotiated as part of HOPE VI projects. PHA has submitted a waiver request to separate PHAS scores for each of these properties.
- Properties under the control of private nonprofits and financed as a mixed-finance project, but continuing under an ACC. PHA has submitted a waiver request to separate PHAS scores for each of these properties.
- Privately owned and developed properties which include a limited number of units under ACC. PHA has submitted a waiver request to separate PHAS scores for each of these properties.
- RMC or other alternatively managed properties.
- Properties with project-based Section 8 subsidy; and
- PHA owned properties for which management may be contracted out to private companies.

Collectively, these properties will be referred to as Alternative Management Entities (AME's) in this document.

The General Manager of the Asset Management Department will serve as the liaison between PHA and the AMEs. The Asset Management Department will receive and disseminate necessary information to the appropriate PHA departments and insure that the assigned departments take the actions required.

ATTACHMENT M

The Asset Management Department will be responsible for collecting the required PHAS data from the AMEs. Asset Management will submit this data to the Real Estate Assessment Center (REAC) in a format for REAC to prepare a separate PHAS score for each of these properties. Asset Management will conduct periodic reviews to confirm that these properties maintain the necessary documentation to support these submissions.

In the initial phase of redevelopment, HOPE VI, or Mixed Finance project planning and development, the Asset Management Department will participate in the negotiation of the terms of ground leases and other disposition documents, Regulatory and Operating Agreements and other relevant evidentiaries, and in the development and review of management plans and management contracts.

During the life of a project, the Asset Management Department, in coordination with the Finance Department, will be responsible for reviewing and approving annual operating budgets for the Ames, and reviewing interim financial and operating reports in order to track performance against the property's management plan and operating budget. The Asset Management Department will be responsible for insuring that subsidies and fees provided for in the relevant agreements are earned and paid timely to the appropriate project agent. The Asset Management Department will be responsible for insuring that Annual or Semi Annual Operating Performance Evaluations and physical inspections are conducted either by Asset Management staff or by contracted third party agents and that the properties are in compliance with the relevant agreements between the property AME and PHA.

Annually, the Asset Management Department will have several regular responsibilities in addition to the periodic Asset Performance Evaluations. It will be responsible for overseeing the annual financial and compliance audit for each AME, participating in the review of drafts and insure resolution of any audit findings. The Asset Management Department will utilize the internal tracking and monitoring system for audit findings and corrective action plans. It will be responsible for collecting PHAS data and submitting it for each AME to REAC within the required time frame, monitoring the resultant scores for each property and transmitting them to each AME. As part of the compliance review, the Asset Management Department will be responsible for insuring that the Site Based Waiting List, Admissions and Re-certification practices of the AMEs are audited regularly to insure that the AMEs practices are in compliance with their approved and published policies and plans.

General responsibilities for the Asset Management Department will include maintaining the Flat Rent and Rent Reasonableness Database and a general knowledge of market conditions. This information will be used for establishing a schedule of flat rents for conventional and scattered site properties to be used by the Admissions and Re-certification functions in PHA rent calculations. The database will also be used for the determination of Section 8 rent reasonableness by the Section 8 Department and for analyzing the rent schedules of the redeveloped properties under the purview of the Asset Management Department. The Asset Management Department will also be responsible for insuring that all relevant PHA policy concerns or modifications and HUD regulatory changes affecting property management or PHAS reporting are communicated to the AMEs.

ATTACHMENT M

The Asset Management Department will be responsible for insuring that the performance, concerns, requirements and unique characteristics of the AMEs are taken into consideration in all long term strategic planning. It will also be responsible for reviewing and coordinating any amendments or revisions to approved evidentiaries, management plans or operating policies requested of the PHA by the AMEs. By separating PHAS scores, PHA will be able to evaluate the performance of AMEs in comparison to PHA management.

The objective of the Asset Management Department in the oversight of the AME's will be to insure that the AME's advance the mission of PHA and produce communities that are a credit to the City of Philadelphia and all its citizens.

LEVERAGING OF ANNUAL CAPITAL FUND ALLOCATION TO EXPEDITE REDEVELOPMENT OF PHA PROPERTIES

The Philadelphia Housing Authority (PHA) has physical needs that exceed \$900,000,000 based on cost estimates to simply renovate dwelling units, replace systems and abate hazardous materials. Assuming constant funding levels, PHA can anticipate less than \$420,000,000 in Capital Funds over the next five years. The scope of work used to develop this estimate does not include improvements such as site work, site reorganization, community facilities, or other improvements that would integrate the development into the surrounding community and increase the overall attractiveness of the property.

Several of these properties have per unit rehabilitation costs of over \$55,000 per unit merely to maintain habitability of the units without making any substantial changes in the property. These properties with high per unit rehabilitation costs require significant interventions that are beyond the capital budget capabilities of PHA, if it is limited over the next five years to its current allocations of funds. Significant improvements to these properties are needed now and can not wait until capital funding becomes available in a future year's allocation. When improvements are made, they can not just return the property to full habitability, but need to dramatically alter the profile and perception of these properties.

As it develops strategies for dramatically improving the properties that require high per unit expenditures, PHA will be exploring various strategies for borrowing funds from other public and private sources and committing future Capital Fund allocations for their repayment. PHA anticipates borrowing up to \$250,000,000.

A new section 9(d)(1)(A) was added to the Housing Act of 1937 by QHWRA which authorizes the use of Capital Fund allocations to carry out the development, financing, and modernization of public housing and the development of mixed finance projects. Repayment agreements would include adequate collateral and conditions for the repayment of the loans from future allocations of the Capital Fund to comply with all necessary requirements. Leveraging has been discussed in the negotiated rule-making committee for the Capital Fund, which recently completed its work, as an essential element of the capital program.

The Five-Year Plan for the Capital Fund submitted as Attachment K demonstrates the best attempt of PHA to meet the capital needs of its properties without the injection of this level of needed capital borrowing. It shows that PHA cannot meet even its most pressing needs over the next five years and that the problem will only get worse as additional systems wear out and require replacement. If the quality of PHA properties is improved dramatically in the short term it will reduce future capital needs and annual operating costs. The alternative being that funds will continue to be eaten way with inefficient band-aid approaches.

By accelerating the availability of PHA Capital funds through the loans described above, the Agency will be able to leverage additional private participation in the redevelopment of PHA properties, at no cost

ATTACHMENT N

to PHA, through such mechanisms as Tax Credits and private equity investment. Accelerating the improvements to PHA properties to occur over the next five to seven years rather than the minimum of ten years that would be required without the use of borrowed funds will bring the greatest benefit to the most residents at the least long term cost to PHA.

PHA with the assistance of its consultants and its investment banking team is planning an initial tax-exempt bond financing in an estimated range of \$125 to \$150 million. This financing will leverage a portion of the PHA's capital funds and allow the PHA to accelerate the needed demolition and reconstruction of Tasker Homes, related properties and other severely impacted properties.

Tasker is the oldest PHA property and was constructed in 1940. It consists of 1,081 residential units and is approximately 70 percent leased. To date necessary repairs have been funded out of annual appropriations for all PHA property. Funding has been insufficient to modernize the property and the property requires redevelopment at this time. Wholesale reconstruction will yield a lower-density site more compatible with the surrounding neighborhood.

PHA has budgeted on an annual basis for necessary repairs to Tasker. However, by leveraging a portion of its annual Capital Fund monies, PHA can accelerate the wholesale reconstruction and reconfiguration of this site to provide a modern, lower density plan that is more compatible with the surrounding neighborhoods. Furthermore, this project continues PHA's goals of implementing strategies addressing the unique operating needs of its portfolio and its impact on the surrounding communities, implementing practices that focus on improving the condition of each property.

The reconstructed project is expected to contain a total of 546 units – 357 units of rental housing, 72 units of senior housing and 117 single-family homes. As part of this financing, PHA will also modernize approximately 150 units of rental housing at the nearby Wilson Park. This would complete the final phase of Wilson Park. Other properties contemplated for funding out of the bond include scattered sites, Abbottsford Homes, Hill Creek, Mill Creek and White Hall.

To facilitate this financing, PHA intends to create a wholly owned, special purpose financing subsidiary whose sole purpose will be to issue and pay debt service on this bond issue. PHA will secure the bonds by providing a first lien pledge on only that portion of its annual capital funds that will be necessary to pay debt service. PHA will covenant to transfer such funds to the financing subsidiary prior to each debt service payment date. The bonds will not be secured by a mortgage on the properties.

The bond issue will be structured to include a six-month debt service reserve fund that will be funded out of bond proceeds. This debt service fund will protect bondholders against any unforeseen delays in the receipt of capital funds from HUD. PHA intends to structure the bond issue with a 15-20 year maturity. Based on current market conditions, estimated annual debt service payments will be less than 15% of PHA's capital fund allocation. It is expected that the bond issue will receive an investment grade rating from the rating agencies.

ATTACHMENT N

PHA has had initial discussions with HUD regarding this financing initiative. Based on responses to those discussions (see attached letter), PHA has scheduled meetings with the bond rating agencies. Incorporating the comments from these presentations, PHA will continue its discussions with HUD and move from the planning to the implementation stage of the bond issue. PHA has already begun securing the necessary reviews and approvals for the revitalization of the targeted communities.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D.C. 20410-5000

December 20, 2000

OFFICE OF THE ASSISTANT SECRETARY
FOR PUBLIC AND INDIAN HOUSING

Mr. Carl Greene
Executive Director
Philadelphia Housing Authority
12 South 23rd Street 6th Floor
Philadelphia, PA 19103

Re: Philadelphia Housing Authority Bond Issue

Dear Mr. Greene:

I am writing in response to your presentation at our meeting on November 14th. We were very impressed with the presentation and are very supportive of the Philadelphia Housing Authority's (PHA) proposal to issue tax-exempt bonds secured by a pledge of a portion of future public housing capital allocations. We believe your proposal is well conceived and agree that accessing the capital markets in this manner will create an effective tool to much needed financial resources for public housing.

We understand the importance of moving forward in a timely manner and support your desire to begin implementation of the bond issue. As this is the first undertaking of its kind under the Public Housing Reform Act, we also understand the need to work very closely with you to gain formal HUD approval. We will work with you to provide the guidelines under which HUD will review and approve the bond issue.

We are prepared to begin discussions on this matter immediately. Please contact Rod Solomon, Deputy Assistant Secretary at 202-708-0713 ext 4110 to schedule the meeting.

Because of the uniqueness of this financing, we also understand the important of input from one or more of the bond rating agencies. We suggest that you initiate these discussions prior to our next meeting so that we may have the benefit of their input. I hope that this letter will provide the comfort you requested to begin these discussions.

I look forward to working with you and your staff on this innovative financing.

Sincerely,

Harold Lucas
Assistant Secretary
Office of Public and Indian Housing

Lethead Ark
Valentin / Kofner

**WAIVER FOR SEPARATE SUBMISSION OF PUBLIC HOUSING ASSESSMENT SYSTEM DATA
FOR EACH ALTERNATIVELY OR PRIVATELY MANAGED PROPERTY**

In an effort to insure that the Public Housing Assessment System (PHAS) is a useful management assessment tool, the Philadelphia Housing Authority (PHA) is submitting a waiver, requesting that the Real Estate Assessment Center (REAC) provide separate PHAS scores for each privately or alternatively managed property. This will allow the PHAS score to function as a more reliable management assessment tool.

In the Proposed Rule amending 24 CFR Part 964 to implement the Quality Housing and Work Responsibility Act (QHWRA) provision allowing the option for the direct provision of capital and operating assistance to a Resident Management Corporation (RMC), HUD proposes three conditions to be satisfied in order for an RMC to be eligible to receive direct funding. The third condition proposed is that the RMC be designated by HUD as at least a "standard performer" under PHAS. In proposing this provision, HUD has obligated itself to prepare separate PHAS evaluations for properties managed by RMCs.

The waiver will be extending this requirement to include not just properties managed by an RMC but other privately managed properties in its inventory which are currently substantially under the control of a private developer and management company. Proposed properties for which PHA will submit separate PHAS data will include:

Abbottsford
Southwark, once it is redeveloped
Schuylkill Falls, once it is redeveloped
Martin Luther King, once it is redeveloped
Cambridge, once it is redeveloped
Richard Allen, once it is redeveloped
Saint Anthony's Senior Residence, once it is redeveloped
Mt. Sinai Apartments, once it is redeveloped
Inglis House (property to be determined)
Spring Garden Scattered Sites Revitalization Project, once it is redeveloped,
and any other property that becomes or remains part of the PHA's inventory through a ground lease or other disposition document and is under PHA control only through the terms of a regulatory and operating agreement or is managed by an alternative management entity such as an RMC.

The PHA, through its Asset Management Department, will monitor the performance of these properties and make recommendations to withhold payments or take other remedial or corrective actions as provided for in the relevant regulatory and operating agreement or other governing agreements between the PHA and the responsible private parties as necessary to insure compliance; but it will not have day-to-day operating responsibility for the properties. It will require that the Financial, Management and Resident Satisfaction data required for submission to the REAC for the development of a PHAS score be submitted to PHA which will in turn forward it to REAC within the required time frames. Each alternatively managed or other privately managed property will be responsible for conducting its own resident satisfaction survey which meet the PHAS requirements and developing its own follow-up plan. The PHA will require that the alternatively managed and other privately managed properties maintain the necessary records to support the Financial, Management and Resident Satisfaction Data submitted. By separating PHAS scores, PHA will be able to evaluate the performance of AMEs in comparison to PHA management.

The Philadelphia Housing Authority requests that REAC develop PHAS scores for the PHA managed properties and for each privately or alternatively managed property separately in accordance with the organization of the data that will be provided to it by the PHA in its PHAS submission package. This waiver will be an extension of the requirement contained in the proposed rule for Direct Funding of Resident Management Corporations. It will require that the REAC conduct inspections of the appropriate sample of the properties listed above. PHA will work with the independent inspector assigned by REAC to facilitate the necessary inspections to complete the independent PHAS evaluations for privately and alternatively managed properties.

PROJECT BASE UP TO 50% OF THE PHA ALLOCATION OF TENANT BASED SECTION 8 VOUCHERS TO ALLOW IMPLEMENTATION OF THE ASSET MANAGEMENT STRATEGY FOR SCATTERED SITES

With this Plan submittal, PHA intends to submit a waiver to HUD to project-base up to 50% of its total voucher allocation. PHA also intends to submit a waiver for exception payment standards that could be as high as 120% of FMR. This will provide the PHA with an additional resource to help strengthen Philadelphia neighborhoods, at no additional cost to HUD. Project basing Section 8 assistance will allow the PHA to work with nonprofit and other developers to help leverage rehabilitation funds from public and private sources. This will insure that recipients of Section 8 assistance have a greater number of quality housing options available in non-impacted neighborhoods.

With the volume of relocation that the PHA is undertaking and with the resulting additional Section 8 assistance being made available, additional vouchers, up to 50% of its total allocation, can be converted to project based over the next 5 years through turnover. The units to which the vouchers will be awarded

will be those built or rehabilitated in accordance with the PHA adopted Asset Development - Asset Management Strategy for Scattered Sites 1999-2004. In addition to allowing additional funds to be made available for affordable housing rehabilitation and development, the resulting housing patterns will insure that Section 8 recipients are not moving to areas already housing a high concentration of Section 8 recipients, and thereby ensuring deconcentration of poverty.

Vouchers will be awarded to developers through an ongoing RFP process that will remain open throughout the year for the purpose of receiving and reviewing proposals from developers continually. A threshold set of criteria will be established and developers that are willing to meet those criteria and successfully negotiate the other components of the deal with the PHA and other necessary parties will be awarded the vouchers as needed to initiate the project.

As part of the effort to encourage nonprofit and other developers to substantially rehabilitate existing structures and build new infill housing in existing neighborhoods, the PHA, as it reviews proposals from developers for PHA participation in public private partnerships, through project based Section 8 subsidies, will structure the Section 8 housing payment standards, which could be as high as 120% of Fair Market Rent. This payment structure is designed to reflect the true acquisition and financing costs of quality affordable housing in order to make worthwhile development projects feasible. Since there are few comparables for infill new construction or substantial rehabilitation rentals in many Philadelphia neighborhoods, PHA will be establishing its own rent structure for new construction and substantial rehabilitation projects. Based on development costs and new construction and substantial rehabilitation comparables, the payment standards may be as high as 120% of FMR. The payment standard for existing housing in these same areas may not be as high. This possible dichotomy in payment standards is necessary to encourage new private investment in quality housing in Philadelphia.

EXCEPTION PAYMENT STANDARDS FOR PARTICIPANTS IN REGIONAL OPPORTUNITY COUNSELING, AND FAMILIES WITH DISABLED MEMBERS

There are three circumstances under which the Philadelphia Housing Authority (PHA) will be utilizing exception rents. The first of these is described in Attachment Q, *Project Base up to 50% of PHA allocation of Tenant Based Section 8 Vouchers to Allow Implementation of Scattered Sites Plan*. In Attachment Q, the PHA described how it would use an exception payment standard of up to 120% for projects based on fair market rents.

The second circumstance will be the standard determination of neighborhoods and sub-markets, that require a higher payment standard because families living there receiving Section 8 assistance are having to spend substantially more than 30% of their income for housing costs or a market analysis shows that rents for modest decent safe and sanitary housing in the sub-market or neighborhood are higher than the FMR.

ATTACHMENT O

PHA has commissioned a citywide market study which when completed will allow the PHA to prepare a comprehensive package of neighborhood by neighborhood or sub-market requests for exception rents. Once these exception rents have been approved by HUD, the PHA will have greater success in assisting the participants in its Regional Opportunities Counseling program to find housing outside areas of concentration of low income residents or recipients of Section 8 assistance.

The third circumstance in which the PHA will institute a payment standard of up to 120% of FMR will be for families requiring accessible units, modified to accommodate the disability of a family member. Experience has shown that units constructed with dimensions to accommodate a wheel chair or with visual alarm systems to accommodate a hearing impaired individual or other similar modifications to accommodate similar disabilities generally have higher rents. The PHA will recommend an exception payment standard greater than the FMR for an accessible unit, regardless of the neighborhood, for families requiring an accessible unit.

Moving To Work Demonstration Program

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MOVING TO WORK DEMONSTRATION PROGRAM

EXECUTIVE SUMMARY

The PHA is the fourth largest housing authority in the country, and has the largest scattered site inventory of approximately 8,060 units including, occupied buildings, vacant buildings, and lots. These scattered sites along with the MTW Demonstration Program components offer the potential for PHA to provide a leadership role in neighborhood revitalization efforts. Additionally, this opportunity coincides with the Mayor of Philadelphia's \$250 million Neighborhood Transformation and Blight Elimination Program, which has identified 25,000 buildings in imminent danger of collapse. With many of these 25,000 imminently dangerous buildings adjacent to PHA properties, it is of critical importance to develop a coordinated, comprehensive and fiscally responsible approach to the revitalization of PHA scattered sites.

In order to proceed with plans and programs for improving the condition of public housing, including scattered sites, and the quality of services it provides, PHA is requesting the necessary flexibility in its administration of programs and operations. PHA has the capacity to address the issues of brick and mortar and resident self-sufficiency. It has demonstrated significant improvements in management and operations over the past three years, and is rated well within the standard performer range under the Public Housing Assessment System (PHAS). It is for these reasons that the PHA seeks to participate in the Moving To Work Demonstration Program.

Strategic Operating Plan

For the past three years, PHA has embarked on a strategic planning process that includes the following goals:

- Improving housing conditions for its public housing residents;
- Increasing PHA's management capacity to better serve low-income households;
- Engaging in direct efforts to revitalize Philadelphia's distressed communities;
- Leveraging capital and other resources to support the capital repair or redevelopment of scattered site and conventional properties;
- Improving the administration of its Section 8 Program (through improved access to housing and neighborhoods); and
- Decreasing the concentration of Section 8 assisted households in distressed areas of the City of Philadelphia through targeted neighborhood redevelopment.

PHA is, nonetheless, limited in its ability to continue to meet these key goals due to the current constraints imposed by public housing laws and regulations. While PHA has made good faith efforts to address regulatory and statutory impediments through its annual and five year planning process and the presentation of position papers to HUD, PHA is convinced that the most effective manner to proceed with its strategic improvement program is through direct participation in MTW.

PHA's current strategic operating plan is based on a comprehensive critical appraisal of its operating, capital and support services. The strategic operating plan development process is one that carefully considers the immediate and long-term needs and programs for residents in public and Section 8 housing. The following ten goals were identified as a result of this process and have been incorporated into the PHA's 2001 Annual and Five-Year Agency Plans:

1. Achieve Excellence in Property Management.
2. Achieve Excellence in the Management of the Section 8 Program and Enforce Program Compliance.
3. Develop Affordable Quality Housing That Supports Balanced Communities.
4. Implement Public Safety Programs that Promote the Well Being of Our Neighborhoods and the Accountability of Program Participants.
5. Implement an Asset Management and Asset Development Strategy for Scattered Sites.
6. Engage Other Institutions to Leverage Resources and Assist in Promoting Economic Enhancement and Supportive Services for PHA Residents.
7. Improve the Productivity and Cost Effectiveness of PHA's Operations.
8. Improve Program Compliance, Reporting, Performance and Accountability.
9. Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.
10. Expand Inter-Governmental Initiatives to Enhance the Ability of PHA to Deliver Sound and Effective Public Services.

With the strategic plan goals and objectives integrated into PHA's Annual and Five-Year plans, this document essentially serves as the PHA MTW draft plan and application. Each of the ten goals is supported by objectives that aggressively and affirmatively promote improvements in the PHA's operation and service delivery.

Based on HUD discussions over the past two months, PHA has prepared a draft MTW Agreement which outlines in detail the changes in the public housing program needed to accommodate the strategic initiatives and goals outlined by PHA. This MTW Agreement follows the form and process already established by other public housing agencies successfully participating in the MTW program. The Agreement includes specific amendments to the ACC and references the methods requested for the management of financial resources and for performance reporting.

PHA Core MTW Objectives

As indicated in an October 19th letter to Assistant Secretary Harold Lucas, the Authority at its height operated 23,741 dwelling units. PHA currently operates approximately 16,000 units, even though the need for low-income housing has not declined. Nonetheless, as the Authority loses units, it also loses operating assistance (through rents, subsidies and other financial support) which reduces the resources available for its operations. This continued spiral of unit loss, resource limitations and the reduction in low-income households served, demonstrates the critical need for a MTW designation. The core objectives for PHA's MTW participation are as follows:

1. **Support The Mayor Of Philadelphia's Neighborhood Transformation And Blight Elimination Program.** PHA will support revitalization, replacement and demolition/disposition strategies for its scattered site housing program as a part of the City's \$250 million effort to address blight in the most severely distressed poverty impacted communities. It is important to note that many of the blighted residential areas of the City, including many properties owned by PHA, contain significant portions of vacant and uninhabitable or otherwise distressed scattered site housing units, of which some are 100 or more years old.
2. **Develop A Rent Structure And Conversion Strategies That Promote Stability In PHA's Rental Housing Stock.** PHA will access other units under ACC (for inclusion as replacement housing for disposed of units), promote where appropriate, conversion to homeownership and other revitalization strategies that strengthen City neighborhoods.
3. **Coordinate Welfare To Work And Economic Empowerment Activities In All PHA Communities.** With direct PHA assistance, a public housing resident-operated non-profit corporation known as Tenant Support Services, Inc. (TSSI), has demonstrated its ability to access financial resources from other public and private institutions. Its ability to work as a related entity with PHA, will assure enhanced economic development and employment opportunities for residents of PHA housing in a manner that is integrated with PHA's economic empowerment and self sufficiency efforts.
4. **Obtain Capital Financing Crucial To The Preservation, Revitalization And Viability Of Public Housing.** PHA must seek private capital to support its renovation efforts. Even when considering reasonable levels of competitive funding that may be received through the HOPE VI Program, and the amount of funding available through the Capital Fund Program will not be sufficient. In order to address physical needs at public housing properties, PHA must access new capital financing available through commercial lending and bond markets, as well as manage its existing financial resources more effectively by pursuing more fungible methods of coordinating its Federal funding program sources.

In many respects, these two components of financial management and financing are interrelated. With the relaxation of regulatory and statutory constraints that could be incorporated into the MTW Agreement, PHA would be able to more effectively collateralize and underwrite private financing while utilizing funds in a manner that meets current critical needs. The MTW Agreement would include a sound and responsible approach to better coordinate financial resources, access new forms of capital and preserve its housing resources for low-income households.

5. **Improve Its Utilization Of Section 8 Assistance, By Partly Reducing Its Concentration In Certain City Neighborhoods.** Under current constraints, PHA finds that housing availability and increased utilization of Section 8 assistance often results in increased concentrations of low and very low-income households in certain neighborhoods. This decreases neighborhood stability. Further, the concentration of Section 8 assisted households, tends to exacerbate the supply of decent, affordable rental housing available to moderate income non-assisted households in these same neighborhoods. It increases the competition for the dwindling supply of affordable residences. This problem is well documented. PHA, therefore, proposes to utilize Section 8 funding for counseling and support services to more evenly distribute Section 8 throughout the city neighborhoods. This approach would not only improve economic diversity in city neighborhoods but result in actually preserving (and not diminishing) the supply of decent rental housing for non-assisted moderate-income households in the city.
6. **Direct Rental Assistance to Properties In Need Of Repair Through Improved Use Of Project Based Assistance.** There are many neighborhoods with predominantly privately owned housing that have a few scattered properties in need of modest repair. The Authority would undertake a program with the City that would provide funding and modest increases in the FMR levels to promote housing repair programs in return for providing units for very low-income households. With the benefits of MTW, PHA could successfully address the limited supply of affordable housing options for very low-income households in non-impacted neighborhoods. Currently, PHA is unable to modify rent levels in order to cover the costs for repairs. This limits the supply of affordable housing and actually contributes to the deterioration of neighborhoods over time. This strategy would be perceived positively by City residents as a neighborhood preservation and support strategy for rental housing.
7. **Provide Supportive Services To Encourage And Stimulate Landlord Investment In Housing To Ensure The Upkeep And Positive Contribution Of Section 8 Housing To Neighborhoods.** PHA is in the process of developing a microloan program to enable Section 8 landlords to finance repairs and modernization,

thus contributing to neighborhood revitalization (which can appropriately be implemented in connection with MTW).

8. **Formulate Assistance To Promote The Increased Supply Of Affordable Housing.** By using MTW to reformulate unused ACC and Housing Assistance Payment resources, PHA would target funding to distressed areas of the City which presently suffer from lack of investment. PHA will further leverage these efforts by working with existing non-profit and community based development organizations. PHA has unused ACC authority. At the same time, it continues to lose units under the “conversion rule” and through accelerated deterioration of viable housing (especially untreated scattered site units). This strategy can be used to provide operating or financing assistance (as collateral) to supplement existing, and even initiate new, affordable housing developments in the City of Philadelphia.

PHA Condensed MTW Objectives

For the purposes of this draft MTW application/plan the above eight core objectives have been condensed into the following four objectives:

- Streamline Redevelopment of Scattered Site Neighborhoods.
- Establish a Comprehensive Family Self-Sufficiency Program.
- Convert Existing Section 8 Housing Assistance Program to the Philadelphia Leased Housing Program.
- Implement an Energy Performance Contracting Program.

These four objectives capture key elements articulated in the original eight objectives and are presented in Table 1 along with specific program components and anticipated program outcomes. These core objectives would be supplemented by additional programs, such as flat rent strategies; a modified admissions and occupancy strategy (incorporating targeted site-based waiting list initiatives); and other initiatives to assure improvements to facilities, operations and service delivery.

Certification

The proposed MTW approach would clearly meet the goals of MTW, as outlined in the statute Section 204 of the Omnibus Consolidated Reversions and Appropriations Act of 1996 (Pub. L. 104-134) (the “1996 Appropriations Act”) and Section 204(a) of the 1996 Appropriations Act, and the 1996 notice published by HUD. This draft MTW application/plan would be appropriately augmented to include all new MTW NOFA requirements. PHA’s draft plan certifies the following:

1. At least 75% of the families assisted will be very low-income households at the time they enter the program;
2. PHA would establish a reasonable rent policy to encourage employment and self-sufficiency;

3. PHA would continue to substantially assist the same total number of low income families as were assisted before MTW; and
4. PHA would assure that assistance would go toward housing that meets HUD standards.

PHA's participation in the MTW program is crucial to assuring that HUD resources will be used in the most effective manner; that the public housing stock will be preserved and sustained for low and very low-income households; and that PHA can effectively support the Mayor's Neighborhood Transformation and Blight Elimination Program.

Insert Table 1

*STREAMLINE
REDEVELOPMENT
OF SCATTERED SITE
NEIGHBORHOODS*

STREAMLINE REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOODS

Background

Although many of Philadelphia's low and moderate-income neighborhoods are resilient, and their residents and public and private stakeholders invest resources to sustain viable communities, a combination of circumstances continue to constrain the goal of community redevelopment in many other neighborhoods. The incidence of vacant and underutilized land and buildings, coupled with the gradual but noticeable decline in population and tax base, work to create neighborhoods with uninhabitable buildings, less capital and declining market values. PHA has over 6,000 standing scattered site units, some over 100 years old, plus an additional 2,000 vacant lots in many of these distressed neighborhoods. The problem is compounded by the City of Philadelphia's identification of more than 25,000 buildings that are in imminent danger of collapse. Many of these buildings are adjacent to PHA properties.

PHA is committed to help meet the needs of these distressed neighborhoods, stop neighborhood decline, and encourage grassroots revitalization efforts to reestablish mixed-income neighborhoods. With the innovations planned by PHA as part of its Moving to Work Demonstration Program, PHA would be able to address these needs on a neighborhood basis in support of the Mayor of Philadelphia's *Neighborhood Transformation and Blight Elimination Program*.

Programs

The Philadelphia Housing Authority has adopted an *Asset Development-Asset Management Strategy for Scattered Site Public Housing*. This plan proposes a comprehensive neighborhood-by-neighborhood and block-by-block approach to redeveloping, consolidating, rehabilitating, demolishing and disposing of scattered site units in partnership with local neighborhood based organizations. Part of the plan includes the acquisition of contiguous distressed properties or vacant lots from public and private owners.

In order to implement this plan, PHA is requesting the flexibility through MTW, to act as a private sector developer on property and redevelopment opportunities, as they become available. HUD and PHA will become more efficient, in this process, if we are able to streamline current HUD application procedures for demolition, disposition and acquisition application activities. Under current procedures, it could be expected that units slated for demolition, disposition or acquisition will be processed in groups of one or two, requiring over 3,000 PHA applications for demolition and disposition over the next ten years to Special Application Center (SAC).

PHA has clearly demonstrated its capability of complying with the criteria and safeguards encompassed by Section 18 through a self-certification procedure. PHA and HUD are burdened by the Section 18 criteria and recognize these regulations were developed for conventional sites, and may not be

appropriate for dealing with extensive Scattered Sites Revitalization Plans. Additionally, under the current process, it is difficult to secure the cooperation of third parties, including Community Development Corporations (CDCs), non-profits and private sector developers. Through the self-certification procedure, PHA could make timely commitments to third party developers and subsequently implement plans for a larger number of Scattered Site properties.

In order for PHA to be a positive force in Philadelphia's neighborhoods and stabilize its Scattered Sites inventory, PHA and HUD can develop a more efficient process that changes HUD site and neighborhood standards through MTW. Part of the process to redevelop Scattered Sites neighborhoods will also require the acquisition of additional neighborhood properties. Some of these acquisitions will be transfers from the local government while others will be acquisitions of privately owned properties. PHA is requesting the flexibility to develop its own local site and neighborhood standards to determine and prioritize the acquisitions according to local needs. Criteria will include such issues as the need to stabilize an at-risk neighborhood; the need to eliminate significant hazards to public health and safety; the need to protect existing PHA investments and the activity of local nonprofits in the neighborhood. This will allow us to better incorporate the components that encourage participation with neighborhood groups committed to the revitalization and improvement of neighborhoods.

PHA is seeking HUD's approval of this streamlined process. This will allow PHA to effectively support Philadelphia's Neighborhood Transformation and Blight Elimination Program, as well as its own Balanced Communities Program. By implementing PHA's *Asset Development-Asset Management Strategy for Scattered Site Public Housing*, including the Family Self-Sufficiency programs, PHA hopes to materially improve impoverished neighborhoods and transform them, block-by-block, into balanced communities.

Mixed-Finance Programs. Over the next ten years, PHA will seek to replace over 4,000 units lost since 1996. In order to accomplish this necessary goal and work as an equal partner with its mixed income partners, PHA, through MTW, can begin to develop an innovative mixed finance application process. PHA is requesting the flexibility to develop its own mixed-finance program allowing for the use of unit based leased housing assistance when working with private sector partners or in creating public housing units in mixed income communities. Specifically, when assigning MTW assistance to a unit, PHA would like to establish a set of criteria, approved by HUD, for selecting developers or project partners. This will allow PHA to initiate year round discussions with developers and solicit their participation in PHA's redevelopment efforts as opposed to the current RFP process. PHA is requesting that HUD eliminate the arbitrary distinction between assistance provided through the reassignment of ACCs and that provided through project-base Section 8 assistance.

Effective Housing Assistance Payment (EHAP). PHA proposes an Effective Housing Assistance Payment to equal up to 120% of the HUD-established FMR for 2001 and less the average tenant rental contribution for that unit size. This subsidy will apply to all project-based assistance provided by PHA, whether the units are privately owned or PHA owned. PHA will develop a protocol of threshold criteria that a developer must meet in order to be considered as a PHA partner. In order

to maximize the participation of the private sector in the creation of mixed income communities, this protocol will replace the current RFP process that is required for the assignment of unused ACCs or project based Section 8 assistance. Using this protocol instead of the RFP process, PHA will be able to effectively recruit developers, become more efficient and make commitments that will allow innovative, important projects to be developed for the benefit of Philadelphia's low income citizens and neighborhoods.

Mixed-Income Development Program. A Mixed-Income Development Program would be centered on the rent structure, income mix of residents, debt, equity, capital and operating subsidy in such a way that, except for the outstanding debt, the property will be self-sufficient. The ongoing Effective Housing Assistance Payment (EHAP) subsidy, which is proposed to replace both operating subsidy and Section 8 project based assistance, will be used to carry the debt service to the extent necessary to ensure financial viability. Private sector partners in this program will be solicited using the protocol described above. MTW authorization for participation in mixed-income projects without a full mixed-income application will enable PHA to work with more developers, insuring that affordable units will be available in developments across the city. Depending on the requirements of the project, PHA may provide the financing or merely the debt service.

This mixed income development program will rely heavily on the use of tiered flat rents to simplify the re-certification process and thus the management load for the project developer. This simplified process will further serve to encourage participation of developers and encourage residents to improve their circumstances without immediately being penalized with a rent increase. The tiered flat rents will be structured based on the level of capital subsidy provided, if any, and designed so that subsidy covers only debt service. However, the requirement to serve very low-income residents will remain even after the debt has been fully retired.

PHA Preferred Developer. Another component of this program will be the development of a close working relationship with the Federal Housing Administration (FHA). This process will allow PHA to work with FHA as a preferred developer for FHA properties to prevent absentee landlords from taking advantage of the Section 8 program, which in many instances destabilizes neighborhoods. By acquiring the properties at a discount and having access to FHA workout funds, PHA will be able to step in with private sector partners and stabilize at risk low-income neighborhoods.

In order for this program, in its myriad of potential variations, to be effective, PHA will establish its own Total Development Cost limitations and design amenity guidelines. PHA will ensure that the units are high quality and marketable and that there will not be a distinction between the market rate units and the units for very low-income families. It will also design a local homeownership program that will help PHA dispose of its most difficult to manage scattered sites units and create new units for affordable homeownership.

PHA will self-certify to the required provisions of Section 18 of the Housing Act of 1937 regarding demolition and disposition. PHA will work with HUD to develop a customized process for scattered

site units that are very unique to the PHA and prepare a file for each demolition and disposition project with the necessary documentation and certifications. These files will be reviewed annually as part of the independent audit. As part of the Annual Moving to Work Plan, PHA will describe its projected strategy for the upcoming year, identifying targeted neighborhoods and the expected magnitude of activity. As part of the Annual MTW Report, PHA will report on the actual activity that occurred.

The PHA Redevelopment Program will be carefully coordinated with the PHA Family Self-Sufficiency (FSS) Program. The lease requirements and/or mortgage agreements, for example, will require residents in the newly developed units of mixed-income communities to be working families and/or making satisfactory progress in their self-sufficiency program. In targeted neighborhoods, families at risk, that are not currently on PHA waiting lists, will be invited to participate in certain aspects of the FSS program so that the PHA presence in the neighborhood will be a positive intervention for the entire community.

Simplified Housing Management Practices. The simplification of housing management practices will also be an important tool in insuring the success of the development program. Revised property and system inspection protocols will be put in place along with a revised lease and site-based or area-based waiting lists. In order to meet the identified market needs, PHA will also be exploring the need for and feasibility of participating in the development of assisted living facilities, nursing homes, and congregate housing.

Implementation

PHA is planning, over the next ten years, to develop over 4,000 dwelling units in targeted neighborhoods, and is currently exploring opportunities to redevelop in the next year over 500 of these dwelling units. This activity is in addition to the approved ongoing HOPE VI developments and other mixed-finance activities. PHA's participation in MTW will assure the greatest benefit for the residents of these distressed neighborhoods.

In the initial year of MTW, beginning April 2001, PHA will be working with HUD to develop the threshold protocol for soliciting private sector development partners for the provision of EHAP subsidy. PHA will also be working with local government officials, the development community and HUD to finalize the provisions of its Asset Development Program. It will include developing local site and neighborhood standards, Total Development Costs, design and amenity standards and standardized agreement documents.

An important component of the program development process will be working with the other government agencies who will be key to the success of these activities. The two priority partnerships to be established to insure the success of the PHA's Neighborhood Redevelopment Program are the City of Philadelphia's Neighborhood Transformation and Blight Elimination Program and the FHA's process for disposing of foreclosed properties.

Once the programs have been developed, PHA expects to add 300 to 500 additional dwelling units to its existing inventory every year over the next ten years. Every effort will be made to fast track the program so that production is higher in the early years when the commitments of subsidy can be made for nearly ten years. It is hoped that the success of this program will be measured by its replication and continuation beyond the ten-year program period.

PROGRAMS

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Implement Asset Management/Development Strategy for Scattered Sites

Description

The Philadelphia Housing Authority (PHA) has adopted an *Asset Development-Asset Management Strategy for Scattered Site Public Housing* plan that takes a comprehensive neighborhood-by-neighborhood and block-by-block approach to redeveloping, consolidating, rehabilitating, demolishing, acquiring and disposing of scattered site units independently and in partnership with government and other local neighborhood-based organizations.

Expected Outcomes

- Extend PHA's Eastern North Philadelphia Master Planning activities to its city-wide inventory focusing on neighborhoods with major concentrations of scattered site housing units.
- Work in partnership with other city agencies (OHCD, City Planning Commission, Redevelopment Authority, Licenses and Inspections, etc.) to plan the creation of viable neighborhoods.
- Use MTW funds to accelerate blight elimination and development.
- Self-certify to the required provisions of Section 18 of the Housing Act of 1937 regarding acquisition, demolition and disposition by working with HUD to develop a customized process that works for scattered site units which current rules do not accommodate effectively.
- Provide adequate resident consultation quarterly and annually to ensure that all constituents are notified and kept abreast of the ongoing process.
- Design a local homeownership program to dispose of scattered site units and to create new affordable units.
- Partner with major institutions (i.e. educational and medical) to provide housing opportunities for its employees and provide more diversity in neighborhoods.
- Initiate market studies to identify mixed-income and market rate housing opportunities.
- Identify commercial and retail development opportunities for collaboration with PHA.
- Issue open-ended RFP to developers to help streamline the process.
- Incorporate FHEO, LIHTC and CDBG Low-Income Site Standards into the decision making process.
- Establish own TDC limitations, design and amenities guidelines to assure high quality, marketable units with no distinction between market rate and affordable units.
- Dispose of sites with very high concentration of dilapidated units for non-residential development to create employment opportunities and to improve the local quality of life; use sales proceeds to create housing in non-impacted areas.
- Conduct workshops for residents and CDCs to foster development and partnerships.

Implementation Schedule

Extend planning citywide in partnership with city and neighborhood based organizations and institutions
..... Yr 1 Month 1-7

Resident consultation and orientation Yr 1 Month 3-12

Initiate Market Studies: Identify Commercial
& Retail Development Opportunities..... Yr 1 Month 3-5

Implement Yr 1 Month 8-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Streamline Demolition, Disposition and Application Process for Scattered Sites

Description

PHA needs a customized acquisition, demolition and disposition process that meets the unique needs of its enormous and dispersed scattered site inventory. To improve efficiency and reduce the burden for HUD and PHA, the Authority will initiate a flexible process that allows PHA to assume the role of a responsible private sector developer to take advantage of development opportunities, as they become available. This will require a variation from the traditional demolition, disposition and acquisition application processes. Generally, these units will be treated in-groups from one to twenty-five units, suggesting that over the next ten years the Special Application Center could be inundated with over 3,000 applications from PHA alone. PHA will initiate a self-certification procedure that complies with the criteria and safeguards encompassed by Section 18. This improvement will allow for a more appropriate, timely, efficient development of scattered sites.

Expected Outcomes

- Secure generic authorization to acquire, demolish and dispose of small groupings of units annually using the MTW initiative
- Comply with the spirit and statutes of Section 18 demolition, disposition and acquisition statutes but seek relief on the regulations
- Implement HUD-approved method of self-certification to assure compliance with Section 18, NEPA, etc.
- Ensure adequate resident consultation by hosting an annual orientation and quarterly meetings by: (1) distributing annual notices to all PHA residents; (2) notifying residents in a square-block radius of affected development; (3) inviting residents to be initiators of development activities; and (4) providing a forum for training and networking with CDCs and non-profit organizations.

Implementation Schedule

Secure generic authorization for MTW process tailored to
local needs for speedy, voluminous acquisition, demolition
and disposition of scattered site units..... Yr 1 Month 1- 2

Develop customized acquisition, demolition and disposition protocol Yr 1 Month 1- 6

Resident Consultation and Orientation Yr 1 Month 3-12

Implement Yr 1 Month 7-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Support the Mayor of Philadelphia's Neighborhood Transformation and Blight Elimination Program

Description

The Mayor of Philadelphia's Neighborhood Transformation and Blight Elimination Program will address the blight and destruction caused primarily by the number of abandoned homes that crumbled or collapsed from disrepair and neglect. The \$250 million project will be used to demolish abandoned buildings, remove graffiti and abandoned automobiles, and rebuild city neighborhoods where scattered site properties exist. With its large scattered site inventory, PHA hopes to deconcentrate and improve neighborhoods with high concentration of scattered site inventory to transform them block-by-block into mixed income communities. PHA's strategy includes a homeownership component coordinated with its self-sufficiency programs.

Expected Outcomes

- Support the Neighborhood Transformation and Blight Elimination Program by implementing PHA's *Asset Development-Asset Management Strategy for Scattered Site Public Housing*.
- Benefit from the transformation in the areas scheduled for the project.
- Improve the neighborhoods' physical appearance where scattered sites exist as well as safety from environmental hazards.
- Participate on the Blight Elimination and Neighborhood Transformation initiative Team.
- Issue a developer RFP for block-by-block development.
- Implement the MTW regulations that allow PHA to convert Section 8, ACC, Comp Grant and all other funding resources to provide liquidity for development and Family Self-Sufficiency.

Implementation Schedule

Implement MTW Yr 1 Month 1-12

Participate in the Neighborhood Transformation and Blight Elimination Initiative Yr 1 Month 1-12

Implement PHA's Asset Development-Asset Management Strategy for Scattered Site Public Housing Yr 1 Month 1-12

Place a PHA Representative on the City's Neighborhood Transformation and Blight Elimination Program and Team Yr 1 Month 1-12

Issue a Developer RFP for block-by-block development Yr 1 Month 7-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Establish Flexible Standards for Site Acquisition

Description

In order to consolidate scattered units into manageable entities and to do effective, market-rate, mixed-income, mixed-finance development, PHA must acquire properties contiguous to its scattered site inventory to create sufficiently large developable parcels and achieve an economy of scale.

In its acquisition review process, PHA will incorporate all applicable site and neighborhood standards including the qualified census tracts for LIHTC, eligible Replacement Housing census tracts and CDBG low-income eligible census tracts. The PHA will work with HUD to assure flexibility in tailoring the site and neighborhood standards to meet local needs in determining the priority of the acquisitions. PHA will apply Section 8 certificates toward the relocation of public and private parties resulting from acquisition activities.

Expected Outcomes

- Create less dense, more economically diverse communities.
- Stabilize at-risk neighborhoods.
- Eliminate significant hazards to public healthy and safety.
- Protect existing PHA investments and promote the activity of local neighborhoods non-profits.
- Secure affordable housing in non-impacted neighborhoods.
- Integrate PHA's population throughout the City with FSS supportive service.

Implementation Schedule

Protect existing PHA investments and that of local neighborhood non-profits	Yr 1 Month 2-12
Stabilize at-risk neighborhoods	Yr 1 Month 7-12
Eliminate significant hazards to public health and safety	Yr 1 Month 7-12
Implement Family Self-Sufficiency component of MTW	Yr 1 Month 1-12
Secure affordable housing in non-impacted neighborhoods	Yr 1 Month 7-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Assist Non-PHA Families in Targeted Neighborhoods to Establish PHA as a Positive Influence in Neighborhood Revitalization

Description

PHA is determined to be a positive force in Philadelphia's neighborhoods and to stabilize its scattered sites inventory. PHA will participate with neighborhood groups committed to the revitalization and improvement of their neighborhoods. In targeting neighborhoods, families at-risk that are not currently on PHA waiting lists will be invited to participate in certain aspects of the program so that PHA's presence in the neighborhood will be a positive intervention for the entire community.

Expected Outcomes

- Proceed efficiently to be a positive force in neighborhood revitalization.
- Implement loan programs to help non-PHA neighbors make repairs to their homes on blocks where PHA owns properties that are being modernized.
- PHA will provide homeowner assistance to non-PHA renters who would otherwise be income eligible to convert renters to owners.
- Solicit cooperation from CDCs and neighborhood-based organizations.
- Make a concerted effort to reach non-English speaking communities.

Implementation Schedule

Work with CDCs and neighborhood based organizations
to promote MTW benefits, efficiencies and goals Yr 1 Month 1-12

Outreach to all Philadelphia residents of public and private
housing in neighborhoods with scattered site units to promote
the benefits, efficiencies and goals of the MTW initiative Yr 1 Month 4-12

Provide homeowner assistance to non-PHA renters Yr 1 Month 7-12

Implement loan program to non-PHA neighbors Yr 1 Month 7-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Replace 4,000 Units Lost Since 1996

Description

Over the next ten years, PHA will seek to replace over 4,000 units lost since 1996. PHA will work closely with the private sector to insure that these units will be replaced in mixed income communities. PHA will develop its own mixed finance program which will allow for the use of unit-based leased housing assistance which is more flexible than the existing mixed finance application process. Simplification of housing management practices will be an important tool. Revised property and system inspection protocols will be put in place along with a revised lease and site-based or area waiting list. In order to meet market needs as identified, PHA will also explore the needs for and feasibility of developing assisted living facilities, nursing homes and congregate living.

Expected Outcomes

- Use an established set of criteria approved by HUD for selecting developers, partners or projects that allow PHA to initiate discussions with developers year-round for participation in revitalization efforts rather than be restricted to a RFP process.
- Work with HUD to eliminate the arbitrary distinction between assistance provided through the reassignment of ACCs and project-based section 8 assistance.
- Place MTW dollars into development and acquisition activities.
- Acquire properties from the RDA and FHA in order to purchase entire blocks and have impact on the construction activities.
- Establish site-based waiting lists wherever possible to reduce vacancy rates and test market study data.
- Develop assisted living facilities.
- Acquire properties in low density neighborhoods.
- Implement acquisition plan in low density neighborhoods.

Implementation Schedule

Work with HUD to streamline ACC
and project-based Section 8 issuance Yr 1 Month 1-3

Initiate use of MTW dollars for development
and acquisition activities..... Yr 1 Month 7-12

Establish site based waiting lists to reduce vacancy rate and
test market study data Yr 1 Month 4-12

Develop assisted living facilities Yr 1 Month 3-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Establish Revised Criteria for Selecting Developers for Redevelopment Projects

Description

PHA will work with HUD to establish a set of criteria for selecting developers, development partners or projects that is not restricted to a RFP process. These criteria will allow PHA to initiate discussion with and solicit the participation of developers on a year-round basis. The goal is to ensure competition without existing procedures.

Expected Outcomes

- Initiate an open-ended RFP process to streamline the development process.
- Establish and seek HUD approval of developer selection criteria and process.
- Require at least three bids at all levels.

Implementation Schedule

Establish and seek HUD approval of developer
selection criteria and process Yr 1 Month 1-5

Initiate streamlined developer acquisition process Yr 1 Month 7-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Establish Effective Housing Assistance Payment (EHAP)

Description

PHA proposes an EHAP that will equal up to 120% of the HUD-established FMR for 2001 less the average tenant rental contribution for that unit size. This subsidy will apply for all project-based assistance provided by PHA whether the units are privately owned or PHA-owned. PHA proposes a mixed income development program that will be centered on structuring the rent income mixing of residents, debt, equity, capital and operating subsidy in such a way that, except for outstanding debt, the property will be self-sufficient. The on-going EHAP subsidy will be used to carry the debt service to the extent necessary to ensure financial viability. Private sector partners will be solicited using the revised protocol. Depending on the requirements on specific projects, PHA will provide either the financing or EHAPs to help cover the debt service.

Expected Outcomes

- Develop a protocol of threshold criteria that a developer must meet in order to be considered as a PHA partner eligible for the subsidy.
- Maximize the private sector participation in creating mixed income communities by replacing the current RFP process with this protocol and by assigning unused ACCs and project based section 8 assistance.
- Utilize PHA's protocol process to recruit developers effectively and quickly, and make commitments that will allow development of innovative projects that benefit low-income citizens.
- Allocate up to two ACCs per unit to encourage development to foster successful mixed-income and de-concentration.

Implementation Schedule

Develop threshold criteria for developer partnerships Yr 1 Month 1-5

Initiate streamlined developer selection process Yr 1 Month 7-12

Encourage developer participation in MTW initiative Yr 1 Month 7-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Designate Percentage Of Modernized Units In Neighborhoods To Qualified Very Low-Income Households

Description

The City has an enormous unmet need for decent, safe, sanitary and affordable housing. To illustrate the need, since November 1, 2000, PHA received over 35,000 applications for Section 8 housing assistance during a two-week period. Because of Section 8 rent limits, most PHA applicants have a limited range of housing options, primarily confined to racially and economically impacted neighborhoods within the urban core. Large sections of the city are in need of investment to reverse these trends. PHA's creation of mixed-income, mixed-finance communities will provide alternate opportunities for very low-income families.

Expected Outcomes

- Certify that at least 75% of families assisted will be very low-income households at the time they enter the program.
- Use MTW funds to acquire properties in non-traditional neighborhoods (both single- and multi-family dwellings).

Implementation Schedule

Screen prospective MTW participants, ensuring that at least 75%
are members of households with very-low incomes Yr 1 Month 4-12

Acquire single and multi-family properties
in non-traditional neighborhoods Yr 1 Month 6-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Develop Mixed-Finance Packages For Targeting Neighborhoods

Description

The City of Philadelphia has a high level of need for attractive, affordable housing in mixed income communities of revitalized neighborhoods. PHA will help meet these needs as part of a comprehensive citywide approach to stop neighborhood decline, encourage grass-roots revitalization efforts, attract the middle class back to the city and provide greater economic opportunities. PHA will develop its own mixed-finance program in order to work as an equal partner with its mixed income partners. PHA's flexible mixed-financed program will allow for the use of unit-based leased housing assistance in working with private sector partners or creating public housing units in mixed income communities.

Expected Outcomes

- Develop mixed finance programs tailored to meet diversified local scattered site housing needs
- Issue an RFP for developers and development partners for large scale and small scale development
- Streamline the process to enable developers to work efficiently and effectively with PHA

Implementation Schedule

Develop mixed finance program tailored to local needs Yr 1 Month 1-6

Streamline developer selection process Yr 1 Month 1-12

Issue RFP for developers and development partners Yr 1 Month 7-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Establish Flat Rents

Description

PHA's mixed-income development program will rely heavily on the use of tiered flat rents to simplify the re-certification process and the management load for the project developer. This simplified process will further encourage developer participation and encourage residents to improve their circumstances without immediately being penalized with a rent increase.

Expected Outcomes

- Develop tier-based structure on the level of capital subsidy provided that will cover debt service only.
- PHA will continue to serve very low income residents after the debt has been fully retired.
- Encourage tenants to participate in Family and Support Services programs.

Implementation Schedule

Develop rent tiering structure Yr 1 Month 1-4

Encourage resident participation in
Family Self-Sufficiency Programs..... Yr 1 Month 1-12

REDEVELOPMENT OF SCATTERED SITE NEIGHBORHOOD PROGRAMS

Establish Relationship with FHA as a Preferred Developer

Description

PHA's mixed-income development program will include developing a close working relationship with FHA. PHA will initiate working as a preferred developer and create partnerships that prevent absentee landlords from taking advantage of the Section 8 program to destabilize neighborhoods.

Expected Outcomes

- Acquire FHA properties at a discount and have FHA work-out funds available.
- Establish PHA Right of First Refusal for FHA Properties.
- FHA to pay for lead testing and remediation costs of FHA properties.
- Participate with private sector partners and stabilize low income neighborhoods at risk.
- Compete aggressively against speculators.

Implementation Schedule

Acquire FHA cooperation and partnership Yr 1 Month 1-5

Participate with private sector partners
to stabilize neighborhoods at risk Yr 1 Month 3-12

*COMPREHENSIVE
FAMILY
SELF-SUFFICIENCY
PROGRAM*

COMPREHENSIVE FAMILY SELF-SUFFICIENCY PROGRAM

Background

Large charities, religious organizations and local chapters of national service organizations such as the YM/YWCAs were the primary vehicles, in the past, for low-income family assistance. Today, small, community-based non-profit organizations (CBO) serve more than 50% of low-income households. Many started as neighborhood advocacy groups, while others were originally block associations, and still others began as social organizations. Regardless of origin, CBOs responded to their communities' and neighbors' needs and became non-profit corporations. More than thirty (30) such groups in Philadelphia expanded their missions to include housing, commercial and economic development and are now community development corporations (CDC).

In the last three decades, CBOs in Philadelphia have emerged as the primary family service deliverers. In addition to familiarity with their constituents and communities, CBOs' delivery systems are flexible and generally less expensive than larger non-profits and government agencies. Most CBOs developed and operated programs and services for the entire family and carefully considered their communities' needs and interests in designing them. They developed close relationships with client families, tracked their progress, anticipated problems and provided support and encouragement in both clinical and casual environments. Because of their local origins and focus, they have earned incredibly high levels of dedication and support from their constituents.

Most CBOs utilized multiple funding sources to support their operations, which allowed them the flexibility to respond to community needs and serve families rather than individuals. Today, however, most CBOs are almost entirely dependent on government funding. In the current social and political climate, federal, state and local governments emphasize personal responsibility and fast results. Government funding priorities de-emphasize comprehensive services, opting instead for categorical grants for specific and narrowly defined activities and populations. PHA, as a MTW participant, will systematically implement a comprehensive family self sufficiency program to meet the needs of residents and constituents.

Programs

PHA is in an especially advantageous position to return the focus of service delivery to the entire family. Having access to all family members, PHA can link the achievement of particular goals to the overall family needs. PHA is also ideally situated to bring clients and stakeholders together and forge new service relationships that are not limited by the constraints of narrow eligibility criteria established under government funding.

The proposed Comprehensive Family Self-Sufficiency (FSS) Program will work both with residents of Public and Section 8 housing to provide the case management services necessary to address the

families' needs, including such programs as specialized skills training, job, substance abuse, and homeownership counseling. The program will use a range of incentives to encourage successful participation and will draw on local government and non-profit resources to make the necessary services available. Incentives that MTW will make available to this program will include the following:

- Establishment of escrow or individual development accounts.
- Relief from housing related requirements such as community service requirements and rent re-determinations.
- Access to participation in PHA homeownership programs.
- Extended phase-in of rental increases resulting from increased earned income.
- Access to new or newly redeveloped units.
- Relaxation of some screening criteria, such as credit history, for successful participation in the self-sufficiency program.
- Additional deductions for work related expenses such as child care and transportation.

PHA's program will target 1,500 public and assisted housing families per year and will feature the following:

- An expansion of the current cooperative agreements, contracts or memoranda of understanding/agreement with major stakeholders in the funding and delivery of human services in Philadelphia. PHA will seek an amendment to its current agreement with the Pennsylvania Department of Public Welfare (PADPW) to ensure that the services available to families in PHA's Self-Sufficiency Program are consistent with and complement those available through PADPW, the local administrators of TANF programs and its contracted service providers.
- Incentives for families in the Self-Sufficiency Program that clearly link continued, successful participation to positive benefits that will further the families' achievement of their self-sufficiency goals.
- Revision of current PHA policies governing human service programs to ensure their relevance and applicability to the needs of the targeted families.
- The creation of self-sufficiency components to address the unique needs of various categories of participating families including, but not limited to, TANF recipients, the elderly and working families.
- Written agreements with participating families that commit the families to the family improvement plans based on detailed assessments of the families' needs.

PHA would use its MTW single fund budget flexibility in combination with other funds to provide or coordinate the provision of all services required to promote family self-sufficiency. PHA will use related non-profits such as Tenant Support Services, Inc. (TSSI) to develop, implement and operate various components of our comprehensive program. TSSI, which is operated by public housing residents, is keenly aware of the needs, interests and preferences of the target population, and as an independent non-profit, they have access to private and public funding sources unavailable to PHA.

While TSSI will emphasize the coordination, development and implementation of citywide programs and services, CBOs will provide the neighborhood focus. PHA will select these CBOs based on their experience, capability and capacity to assist low-income families to self-sufficiency. Procurement flexibility will enable PHA to establish a pool of providers that offer a wide variety of services and respond promptly to new family and community needs throughout the MTW period.

PHA also intends to develop "One-Stop Shops" for the provision of Family Self-Sufficiency Programs and will provide families and neighborhood residents with unprecedented access to services and programs in their own communities. The One-Stop Shops will provide a centralized location where community-based providers can interview, assess and enroll residents in FSS programs and services. Key elements of the Family Self-Sufficiency Program will include the elimination of "eligibility" restrictions that bar residents from participation in essential programs and the provision of related services to other family members.

Implementation

PHA anticipates that full implementation will take six (6) to nine (9) months from approval of its MTW Plan. Start-up activities will include, but will not be limited to, negotiation and execution of contracts, memoranda of understanding/agreement, and/or cooperative agreements with major partners and stakeholders, identification of incentives, renovation completion of the One-Stop Shops, the development of policies and procedures and staff recruitment.

Program activities will begin in the tenth month with the recruitment of participating families, completion of family assessments and enrollment. The actual time a family remains in the program will depend on the range and complexity of issues/problems identified during the initial and subsequent assessments of each family and the progress the family makes during their tenure in the program. Over the ten-year life of the MTW agreement, PHA will seek to serve 15,000 families.

The identification of and execution of agreements with new partners/stakeholders will continue throughout the program. Particular emphasis will be on community-based and institutional providers whose services will bridge service gaps.

The Comprehensive Family Self-Sufficiency Program is an integral part of the Redevelopment of Scattered Site Neighborhoods, and the Leased Housing Assistance Program. These components reinforce each other and will be mutually instrumental in the success of the Moving to Work Demonstration Program.

PROGRAMS

COMPREHENSIVE FAMILY SELF-SUFFICIENCY PROGRAMS

Establish Comprehensive Family Support Services

Description

PHA will recruit and enroll 1,500 families per year for the Family Support Services Program in which families and case management staff develop self-sufficiency and service plans for the entire family based on their assessed needs. At minimum, self-sufficiency goals will include full time employment at a living wage and completion of secondary education, if applicable, for all adult family members. Areas of training and support may include, but not limited to, tenant responsibility, occupational skills training, home ownership, entrepreneurship, attainment of additional educational goals, treatment for substance abuse and conflict resolution training to manage domestic and community disputes.

PHA will establish collaborative working relationships with other local service providers, arrange for the provision of services to family members and develop and implement new and innovative programs to bridge identified service gaps. Participating families will receive case management and other support services during the term of its agreement, including housing-related and other incentives to encourage continued participation in the Family Support Program.

Expected Outcomes

- Adult members of participating families will achieve employment and educational self-sufficiency goals.
- Youth will achieve higher education and/or sustainable employment opportunities.
- Participating families will be encouraged to work through the creation of incentives and adoption of policies that support economic self-sufficiency.
- Community receptivity to public and assisted housing residents, particularly Section 8 recipients, will increase.

Implementation Schedule

Identify targeted families and recruit	Yr 1 Month 1-4
Complete cooperative agreements with partners	Yr 1 Month 1-4
Complete family assessments	Yr 1 Month 6
Develop program incentives and service plans	Yr 1 Month 7
Implement	Yr 1 Month 8-9

COMPREHENSIVE FAMILY SELF-SUFFICIENCY PROGRAMS

One-Stop Shops

Description

PHA will establish six (6) "One-Stop Shops" throughout Philadelphia, in which public and assisted housing residents can access a wide range of programs and services. These community-based service centers will be developed through renovation of PHA's existing conventional/ scattered sites, or constructed on or near public housing sites. Early in the year 2001, PHA will complete the first One-Stop Shop at Blumberg Apartments, a family development with townhouses and high-rise units.

The One-Stop Shops will include meeting, classroom and training space, on-site childcare and a computer laboratory. Space will be utilized for senior programs and youth activities, as well as those geared directly to family self-sufficiency. PHA will expand and initiate relationships with partner agencies to provide services in education, economic development, home ownership employment and training, health, childcare and others.

Partners may conduct intake/enrollment, offer individual and group orientations, training and counseling and conduct community seminars. PHA may contribute space or offer it at a reduced rate. Partners will work closely with PHA to minimize/eliminate differences in eligibility requirements to ensure full access to services by public and assisted housing families.

Expected Outcomes

- Residents will learn about and fully utilize previously unavailable programs and services, including neighborhood-based programs and services, consistent with their family and individual social and human service needs.
- Working families will be attracted by newly renovated/constructed centers that provide on-site community services.

Implementation Schedule

Identify locations and complete renovations/improvements
for three One-Stop ShopsYr 1 Month 12

Complete cooperative agreements with partnersYr 1 Month 6

Complete staff training and cross training with partners, e.g.
Department of Public Welfare, Department of Human Services,
and Workforce Development Corporation.....Yr 1 Month 7

Implement Yr 1 Month 8-9

COMPREHENSIVE FAMILY SELF-SUFFICIENCY PROGRAMS

Establish a Comprehensive Employment and Training Services Program

Description

PHA will establish a comprehensive employment and training service component that will include existing programs such as the Pre-Apprenticeship Training and Certified Nursing Assistant Training Program. It will customize training and placement programs developed in response to local employment and training needs and requirements. PHA will work with the local Workforce Investment agency and other employment and training providers to ensure full access to existing programs for public and assisted housing residents. PHA will also create a computerized assessment, training and placement system to help match residents with employers based on education and experience. It will help employers facilitate the recruitment of residents to hire.

Expected Outcomes

- Residents will access employment training and placement services that offer entry into long-term, higher skilled, employment opportunities consistent with local employer needs.
- Employers will fill their workforce needs with qualified residents expeditiously.

Implementation Schedule

Select and install job assessment/matching software	Yr 1 Month 1-3
Train staff and develop policies/procedures	Yr 1 Month 4
Recruit residents and implement job assessment/matching component	Yr 1 Month 5-6
Review Workforce Investment Agency programs and services and develop gap bridging programs	Yr 1 Month 1-4
Implement New Programs	Yr 1 Month 5-12

COMPREHENSIVE FAMILY SELF-SUFFICIENCY PROGRAMS

Establish a Comprehensive Economic Development and Entrepreneurial Training Program

Description

PHA will establish a comprehensive economic development program providing entrepreneurial training, capital and start-up financial assistance plus follow-up/supplemental training to public and assisted housing residents who want to establish their own businesses. PHA will work with local and national partners, including the Small Business Administration, to secure post-training support services and technical assistance.

Expected Outcomes

- Residents will establish their own businesses employing other residents.
- Community fabric will be strengthened through development of home-based businesses or businesses in proximity to PHA developments and families.

Implementation Schedule

Identify training provider	Yr 1 Month 1-3
Recruit participants	Yr 1 Month 1-4
Complete/update cooperative agreements with partners	Yr 1 Month 1-4
Begin training classes	Yr 1 Month 5
Establish capital and start-up loan funds	Yr 1 Month 7
Implement capital and start-up loan funds	Yr 1 Month 8-9

*PHILADELPHIA
LEASED HOUSING
ASSISTANCE PROGRAM*

CONVERT EXISTING SECTION 8 HOUSING ASSISTANCE PROGRAM TO PHILADELPHIA LEASED HOUSING ASSISTANCE PROGRAM

Background

The City of Philadelphia has an enormous unmet need for decent, safe and affordable housing. During the period of November 1-17, 2000, PHA received over 35,000 applications for Section 8 housing. While demand is extremely high, the supply of HQS compliant, affordable units in stable neighborhoods is limited. PHA applicants have a limited range of housing options because Section 8 rent limits are primarily confined to distressed neighborhoods within the urban core.

The housing supply available to Section 8 participants is limited by widespread urban blight caused by an aging housing stock and decades of disinvestment. Large sections of the city are in need of investment to reverse these trends. Low-income Section 8 participants often find themselves competing with moderate income, non-assisted households for a fixed or dwindling supply of quality units. An unintended consequence of the Section 8 program has been to further concentrate poverty in these distressed neighborhoods while reducing the availability of units and driving up the prices for low and moderate income families who do not receive housing assistance.

While Section 8 has had a very positive impact on addressing housing affordability for program participants, it has had very little or no impact on the supply of units and the de-concentration of poverty. Because of payment standard constraints and limitations on subsidy terms, efforts to use Section 8 Tenant Based and Project Based vouchers as a tool to increase housing supply and support neighborhood revitalization have been largely unsuccessful in Philadelphia and other Northeast cities. Philadelphia has thousands of distressed housing units, that with relatively modest investments, could be returned to good condition. However, Section 8 has been largely unsuccessful at leveraging even modest investments in this class of properties. As an example, PHA's most recent attempt to solicit proposals under the Project Based Program attracted only one proposal for less than twenty units.

In addition to supply-side issues, Section 8 program participants face other obstacles. While PHA has aggressively worked to encourage regional mobility, lack of transportation, negotiation skills and awareness of regional housing opportunities continues to limit the options available to program participants. PHA's participation in the MTW program will provide the flexibility to adjust the Section 8 program in response to local need while continuing to provide safe, decent housing for low and very-low income households.

Programs

In response to local housing market supply and demand factors, PHA proposes to implement modifications to the Section 8 Housing Voucher and Project Based Program and gradually replace it with a Philadelphia Leased Housing Assistance Program. The proposed program will increase the range of housing choices available to low-income participants and promote improved utilization of

housing vouchers in stable neighborhoods. It will also support efforts to increase the supply of affordable housing through comprehensive, coordinated neighborhood revitalization strategies. A restructured leased housing assistance program would be designed to accomplish the following: (1) improve overall program utilization; (2) reduce concentrations of

poverty; (3) promote housing rehabilitation and neighborhood revitalization efforts; and (4) promote homeownership opportunities for low-income households.

PHA proposes to establish a Leased Philadelphia Housing Assistance Program that will incorporate the following components:

Flexible Tenant Based Vouchers

- Allow PHA to establish payment standards within local sub-markets that may exceed the 50th percentile FMR levels.
- Allow PHA to establish special payment standards within local sub-markets for substantially rehabilitated or newly constructed units to make such construction activity financially viable by private property owners.
- Allow PHA to extend lease terms beyond the current one-year limitation.
- Allow PHA to grant extensions to program participants beyond the current 90-day limit for the utilization of vouchers.
- Allow PHA to modify, simplify, and streamline existing Section 8 forms and procedures.
- Allow tenants to exceed Brooke Amendment rents subject to predetermined criteria and limitations.
- Allow PHA to enter into leasing agreements for facilities such as assisted living facilities.
- Provide financial incentives to landlords for long-term leasing options.

Enhanced Mobility Counseling and Supportive Services

- Expand screening criteria and offer special program options for families, who would otherwise be disqualified under current standards, to participate in family self-sufficiency programs.
- Define neighborhoods in which Section 8 vouchers cannot be used due to the existing concentrations of Section 8 assistance recipients.
- Expand neighborhood information and landlord database to improve lease-up support and assistance.
- Create a microloan program for property rehabilitation by landlords in distressed neighborhoods and neighborhoods that are at risk for accelerated decline in order to increase the supply of safe, decent housing available to Section 8 recipients.
- Make a concerted effort to recruit and provide incentives for landlords to participate in Section 8 across the city in non-impacted areas.

Unit-Based Leasing Program

- Allow PHA to establish payment standards within local sub-markets based on a financial analysis of individual properties which may exceed the 50th percentile FMR levels.
- Allow PHA to contract with owners of projects where rehabilitation has already been completed.
- Allow PHA to extend lease terms to the limitation of MTW Agreements.
- Allow PHA to waive Davis-Bacon requirements when privately owned property is subsidized with EHAP/unit-based Section 8 after rehabilitation.
- Allow PHA to maintain an ongoing solicitation of developers/landlords to participate in unit-based programs.
- Allow PHA to commit unit-based resources to support financing the rehabilitation of owner occupied properties in targeted neighborhoods when homeowner is income eligible.
- Allow PHA resources to be combined with other City resources as part of a process to select developers for neighborhood revitalization projects.

Establish Local Homeownership Program

- Make Local Homeownership Program available to working families who are participating in the Family Self Sufficiency Program.
- Establish separate Philadelphia Housing Assistance Program Waiting List(s) for applicants interested in homeownership.
- Combine homeownership with lease to purchase as a transition to homeownership.
- Use program funds to provide soft second mortgages so that homeownership is possible in a broader cross section of the community.

Implementation

The first stage of the effort to implement a Philadelphia Housing Assistance program will be focused on developing the unit based program in conjunction with the development of the streamlined redevelopment program. Site and neighborhood standards, ongoing solicitation protocol, screening criteria, etc., will be developed in conjunction with HUD as the first phase in implementing the Philadelphia Housing Assistance program. Neighborhood rental patterns will be carefully mapped and sub-market exception payment standard areas will be established.

The second stage of the implementation process will be to develop the Homeownership component in conjunction with a comprehensive family self-sufficiency program. This component will be initiated as part of the effort to consolidate and dispose of PHA scattered site units.

Within eighteen months of the initiation of the Moving to Work Demonstration Program, PHA expects to have an Administrative Plan outlining the key provisions of the Philadelphia Leased Housing

Assistance Program. The Administrative Plan will be developed in consultation with HUD, local government officials and the local advocacy community. It will be presented to the Board of Commissioners after a public comment period and public hearing. The implementation of each stage is expected to take from one to two years.

As soon as the Administrative Plan has been adopted, the current applicants on the Section 8 waiting list will be notified of the changes in the program and of additional opportunities available. Current applicants will be automatically placed on the waiting list for the local program in the same order as the current Section 8 waiting list. As current participants in the Section 8 program leave the traditional program, their Section 8 vouchers will be applied to increase the resources of the Philadelphia Leased Housing Assistance Program.

The Philadelphia Leased Housing Assistance Program will be closely tied to PHA's local supportive services program as the unit-based component is key to streamlining the redevelopment of scattered site neighborhoods. Together these interrelated initiatives are expected to lead to greater opportunities for resident self-sufficiency, neighborhood redevelopment, and an increased supply of quality affordable housing.

PROGRAMS

PHILADELPHIA LEASED HOUSING ASSISTANCE PROGRAMS

Achieve Excellence in the Management of Leased Housing Assistance Program including Program Compliance.

Description

PHA will establish a program of continuous improvement for the administration of Section 8. As it exists today, the Section 8 Program is surrounded by decades of urban blight and negative perceptions. Unfortunately, Section 8 housing has been historically concentrated in low-income areas of the city. The demand for Section 8 housing is high, but the supply of affordable units that meet HQS, in non-impacted areas, is very limited. While Section 8 has had a positive impact on addressing housing affordability for program participants, it has very little or no impact on the supply of units and the de-concentration of poverty. In order for PHA to increase the availability of housing units in de-concentrated areas, there is the need to improve the administration of the Section 8 program. This will be accomplished by implementing program change through management and enforcing program compliance.

In PHA's effort to achieve excellence, an important objective will be to incorporate residents and landlords as participants accountable to the city and PHA.

Expected Outcomes

Neighborhood Investment:

- The recruitment of volunteers for PHA's "Sparkle Plus-Clean Sweep" initiative;
- The recruitment of volunteers for neighborhood clean-up programs;
- The promotion and participation in neighborhood sponsored activities;
- Accelerate implementation of existing community outreach initiatives.

Preservation of Supply of Rental Housing for Non-Assisted, Moderate-Income Households in the City:

- Achievement of a consistent Section 8 Management Assessment Program (SEMAP) High Performance Status;
- Completion of an annual compliance update for rent reasonableness, utility allowance, tenant income limits and HAP contracts;
- Assess the viability of tenant utility payments through direct deposit;
- Develop and implement a Customer Relations Program;
- Provision of an enhanced self-sufficiency program through the exchange of vouchers.

Implementation Schedule

Within eighteen months of the initiation of the Moving to Work demonstration program, the PHA expects to have developed an Administrative Plan outlining the key provisions of the Philadelphia Leased Housing Assistance Program (a.k.a. Section 8). The plan will be developed in consultation with HUD, local government officials, residents and the local advocacy community.

PHILADELPHIA LEASED HOUSING ASSISTANCE PROGRAMS

Develop and Implement Resident Focused Tenant Responsibility and Lease Enforcement Programs

Description

The PHA has the responsibility of providing safe, decent and affordable housing to the residents of Philadelphia. The important components of providing safe, decent and affordable housing are PHA residents and landlords. PHA will create programs and services that will involve residents and landlords under the proposed Administrative Plan for the Section 8 Program. PHA will create services and programs that will allow tenants and landlords to have an active role in the enforcement of housing HQS and program compliance.

The PHA has established a core group of Resident Leaders throughout the Section 8 program. This group of individuals has diligently participated in the development of PHA's Agency Plan which incorporates Moving to Work. Throughout this process these leaders have been very vocal about the importance of the enforcement of PHA rules and regulations. This has also been a major concern of the Executive Office and PHA Management staff.

Expected Outcomes

Resident Focus Lease Enforcement:

- The PHA will establish five regional service and enforcement centers for Section 8;
- Hold monthly meetings with customer service, investigation and compliance representatives to improve enforcement.

Landlord Tenant Rights and Responsibilities:

- Develop a Community Relations Improvement Program;
- Establish a Section 8 tenant organization;
- Establish a annual tenant responsibility program; and
- Establish a Tenant/Landlord Advisory Board.

Implementation Schedule

With the exception of the establishment of five regional service and enforcement centers for Section 8, PHA will implement the previously mentioned programs and services within twelve months of the initiation of the Moving to Work demonstration program. The programs will be a joint effort with the

participation of Resident Leaders, Landlords, PHA and HUD. It is expected to have the five regional service centers established within twenty-four months of the Moving to Work initiation.

PHILADELPHIA LEASED HOUSING ASSISTANCE PROGRAMS

Provide Counseling And Support Services To Promote Opportunities In Neighborhoods

Description

PHA proposes to utilize Section 8 funding for counseling and support services to promote opportunities for locating low and very low-income households in non-traditional neighborhoods. This approach would not only improve economic diversity in City neighborhoods, but result in actually preserving (and not diminishing) the supply of decent rental housing for non-assisted moderate-income households in the City. PHA proposes to expand the screening criteria and offer special program to families who may participate in family self-sufficiency. PHA will define neighborhoods in which Section 8 vouchers cannot be used due to the existing concentrations of Section 8 assistance. Other related services will include: an expanded neighborhood information base and landlord list combined with lease-up support and assistance, a micro-loan program for property rehabilitation loans in at-risk neighborhoods for landlords, an increasing supply of HQS housing available to Section 8 recipients, and incentives for recruited landlords to participate in and deconcentrate the Section 8 program.

Expected Outcomes

Tenant and Landlord Accountability:

- Development and implementation of a Vacant Property Utilization Standard to include Lawns, Gardens, tot lots and sale of lots;
- Provision of support services and counseling resources to serve the five regional service and enforcement centers;
- Provision of counseling for formerly homeless families participating in the Section 8 program.

Increase Landlord Participation:

- Established list of priority developers for property transfer to promote rental and ownership opportunities for low-income residents;
- The development of affordable quality housing that supports balanced communities.

Implementation Schedule

Within twelve months of the initial year of the Moving to Work demonstration programs, PHA will implement the anticipated outcomes listed above.

PHILADELPHIA LEASED HOUSING ASSISTANCE PROGRAMS

Project-Based Assistance Program

Description

The Philadelphia housing supply available to Section 8 is extremely limited. In most urban areas of Philadelphia, there is widespread urban blight caused by an aging housing stock and decades of disinvestment. PHA is proposing to reverse this trend by creating a Leased Housing Assistance Program that will encourage housing choice and mobility and deconcentrate Section 8 housing in the City of Philadelphia.

PHA's participation in Moving to Work will allow the flexibility to adjust the Section 8 program, respond to local housing needs and continue to serve the very-low income population. The program will improve the utilization of housing vouchers in non-impacted areas. It will also support efforts to increase the supply of affordable housing through comprehensive, coordinated neighborhood revitalization strategies.

Moving to Work flexibility allows PHA to expand the homeownership program. Through this initiative, families with working members and/or participating in the Family Self-Sufficiency Program may become eligible for homeownership. PHA will create a separate Philadelphia Housing Assistance Program waiting list(s) for applicants, interested in homeownership. PHA will also have the option to combine homeownership with lease to purchase as a transition process to homeownership, as well as use funds to provide soft second mortgages for down payment and closing costs.

Incorporated in PHA efforts to establish the Leased Housing Assistance Program will include a flexible tenant-based voucher inclusive of the following components:

- Allow PHA to establish payment standards within local sub-markets which may exceed the 50th percentile FMR levels;
- Allow PHA to establish special payment standards within local sub-markets for substantially rehabilitated or newly constructed units to make such concentration activity financially viable by private property owners;
- Allow PHA to extend lease terms beyond the current one year limitations;
- Allow PHA to modify, simplify and streamline existing Section 8 forms and procedures;
- Allow PHA to grant extensions to program participants beyond the current 90 day limit for the utilization of vouchers;
- Allow tenants to exceed Brooke Amendment rents subject to predetermined criteria and limitations;
- Allow PHA to enter into leasing agreements with assisted living facilities;
- Provide financial incentives to landlords for long-term leasing options.

Expected Outcomes

Neighborhood Transformation:

- The reduction of the concentration of poverty;
- The promotion of housing rehabilitation and neighborhood revitalization efforts designed to improve distressed neighborhoods;
- The promotion of homeownership opportunities for low-income households.

Preserve Low-Income Housing Assistance:

- Leased housing property owners meet criteria for program participation;
- Improved distribution of leased housing assistance throughout the city;
- Implementation of targeted site-based waiting list initiatives;
- The improved program utilization overall.

Implementation Schedule

The Philadelphia Leased Housing Assistance Program is closely tied to PHA's supportive service program as one form of an incentive for participation. The unit-based component of this program is key to streamlining the development and redevelopment program. Together, these three interrelated initiatives are expected to lead to greater opportunities for resident self-sufficiency, deconcentration of poverty, an improvement toward mixed communities and an increase in the supply of quality affordable housing. The initial process of developing an Administrative Plan may be adopted within twelve months of the initial receipt of the Moving to Work program designation. In the next phase, implementation start-up may take place within twelve to eighteen months.

PHILADELPHIA LEASED HOUSING ASSISTANCE PROGRAMS

Implement Public Safety Programs that Promotes the Well Being of Our Neighborhoods and the Accountability of Program Participants

Description

The PHA has incorporated into its Strategic Planning process the initiative to develop, implement and promote quality of life ordinances and a good neighbor policy in conjunction with the City of Philadelphia. It is imperative for PHA and the city to work together to promote public safety programs. PHA will develop and implement an effective process for reporting and responding to violations. PHA will initiate discussions with the Municipal Court to enforce Good Neighbor violations through the terms of the lease.

Through Moving to Work, PHA will develop and implement programs to match nonprofits, institutions, private sector agencies, and neighborhood organizations with PHA public health and safety programs/issues. Public safety programs such as D.A.R.E./G.R.E.A.T. will serve the children residing at PHA developments at the rate of two schools per term. PHA will expand the Boys Scout of America's Explorer Program at additional conventional sites. All activities and training will be marketed and advertised through the print and electronic media.

In order to promote and improve services, PHA will further enhance, as well as define the roles between the Philadelphia Police Department and the PHA Police Department (PHAPD). The enhancement of the roles and services may include, but not be limited to expanding site-based community policing, reviewing and evaluating the opportunity to implement Operation Take-Charge Pilot Program, identifying a list of conventional sites that are adjacent to schools to expand Drug Free Zones, Posting Drug Free Zone signage at all conventional sites, pursuing legislative initiatives to establish public housing as Drug Free Zones, and establishing neighborhood town-watch groups.

PHA will develop and implement a Police Advisory Board. The Board will have a mission statement, structure, function, reporting responsibilities and schedule for implementation, along with monitoring and performance evaluations. To assist the Board, a Loss/Safety Committee may be established. Other functions will be the development of an Accident Review process to reduce property damages; Fire and Safety programs which allow PHA to conduct inspections, address deficiencies, and continue upgrading fire prevention and safety programs. It will incorporate Scattered Site block inspections for fire safety, expansion of fire drills at Conventional Sites and the development of routine program training, education and safety inspections for residents and staff.

Through the development of a comprehensive emergency management system, PHA will establish protocols for its employees to assist with emergency management situations that are unique to each level of government (Federal, State and City).

Expected Outcomes

Neighborhood Balance:

- The development of a program to ensure “Quality of Life Through a Good Neighbor Policy”;
- The establishment of community partnerships to assist PHA in promoting public safety programs with accountability;
- The institution of effective strategies through community policing that address crimes against persons and properties.

Model Program:

- The establishment of a Police Advisory Board that will include residents and police personnel;
- The establishment of a strategic plan for risk management;
- The development of a comprehensive emergency management system.

Implementation Schedule

It is anticipated that the development and implementation of a public safety program that promotes the well being of our neighborhoods and the accountability of program participants will be within twelve to eighteen months of receiving the initial Moving to Work program designation.

*ENERGY PERFORMANCE
CONTRACTING PROGRAM*

ENERGY PERFORMANCE CONTRACTING PROGRAM

Background

Much of PHA's housing stock, both conventional and scattered sites contain inefficient and/or outdated energy systems. Most buildings were built before the widespread use of insulation, storm doors and windows or an awareness of the need for energy conservation and the availability of new technologies that enhance energy efficiency. Utility and maintenance cost for maintaining existing systems are areas of PHA's operating budget where large efficiencies and savings can be achieved.

Programs

PHA will implement a four-phase program to improve energy efficiency in 4,000 units at 20 developments. Sites selected for inclusion in this phase were chosen on the basis of the greatest potential guaranteed savings. This, in turn, will enable PHA to better control its comprehensive programs' scope and costs to better measure the benefits obtained by the deployment of this performance contracting approach. Savings achieved from capital and operational improvements will be used to pay debt service on the energy related capital improvements and provide additional funds for other operational or capital needs in the Authority.

A comprehensive energy analysis report will be prepared detailing energy and cost savings that would result from recommended Energy Conservation Measures (ECM's). This phase will be completed in four (4) months and the results will define the units that have the potential for energy reduction measures, the capital cost involved, and the energy costs savings. The primary purpose of the report is to provide an engineering basis for negotiating an energy service agreement.

Guaranteed Energy Savings Contract. Phase II of the Energy Performance Contracting program is the negotiation of a Guaranteed Energy Savings Contract. To make this concept viable, assurances are required that the savings will be achieved as stipulated. This is the purpose of the proposed Guaranteed Energy Savings Contract that structures the mutual obligations between the PHA and an Energy Service Contractor (ESCO). The centerpiece of the Contract is an enforceable Savings Guarantee by the ESCO, supported by a third party guarantee instrument such as a bond or a letter of credit.

Using the Comprehensive Energy Analysis Reports from Phase I, the PHA will negotiate with the Energy Service Contractors utilized in the audit phase or, PHA may elect to act as its own ESCO in the implementation phase of the program. The Comprehensive Energy Analysis Report Agreement grants PHA the option of not entering into a Guaranteed Energy Savings Contract with the ESCO. In that case, PHA must pay the ESCO for the Report and it becomes the property of PHA. Hence, PHA will be entitled to utilize the Report for its benefit. PHA could then proceed to act as its own ESCO in the implementation of the program proposed in the report. A Moving to Work designation will allow PHA to maximize leveraging in negotiations with ESCO.

PHA's negotiating position will be strengthened because of its pre-approved ability under MTW to be its own ESCO and not have to deal with the administrative conditions of HUD. In addition to these

advantages, the PHA will receive relief from HUD's extensive regulations pertaining to the Energy Performance Contracting with other ESCO firms. PHA will make use of the MTW funds to pursue mixed financing for capital improvements and expects that the administrative burden of HUD's extensive regulations that govern the use of mixed financing would be greatly reduced. If all the above is implemented, PHA will realize savings both from energy reductions and the removal of administrative burdens.

Implementation Of Energy Conservation Measures And Guaranteed Energy Savings Contract. Phase III of the Energy Performance Contracting program involves the implementation of capital and operational Energy Conservation Measures agreed to under the Guaranteed Energy Savings Contract. PHA and/or its partner Energy Service Contractor will make capital improvements to selected units and developments. Improvements will be made possible through the use of fungible funds equal to the amount of the projected savings to cover debt service. Operational improvements will also be implemented, resulting in savings in utility consumption and maintenance. This will involve training and improved monitoring systems for utility consumption.

Moving to Work will allow PHA to lock in for ten years our utility consumption levels based on a rolling average of the prior three years. As actual utility consumption levels decrease and savings are realized, PHA will be able to add the savings to the fungible pool, pay the debt service on the energy related capital improvements and utilize it for non-energy programs.

Monitoring, Evaluation And Expansion Of Energy Performance Contracting. The final phase of the Energy Performance Contracting program involves the ongoing monitoring and evaluation of the program and possible future expansion of the program to additional units and developments.

PHA and its contractors will install new meter systems to track the energy utilization at targeted sites at the unit, floor or building level. This will provide, for the first time, a much greater level of control on energy utilization. The capital improvements and operational improvements will also be tracked and analyzed to ensure that PHA will realize the expected and agreed upon cost savings.

Based on the anticipated success of this program, PHA will expand the Energy Performance Contracting program to additional units and developments. Experience developed in the initial pilot will strengthen subsequent Energy Performance Contracting.

Implementation

When the Program Proposals for implementation have been received from the two ESCO's, PHA and its consultants will make a detailed evaluation of the technical and practical merits of the proposed technologies, systems and equipment. Concurrently, the prices quoted for equipment and installation will be compared to market prices and prevailing costs for similar services. In parallel effort, the savings potential of the proposed program will be scrutinized to assure that it has not been unduly over or under stated by the ESCO.

PROGRAMS

ENERGY PERFORMANCE CONTRACTING PROGRAMS

Utility Audit

Description

PHA is contracting with two Energy Service Contractors (ESCO's) to perform audits of 4,000 public housing units. In Phase I of an expected four-phase project, the audits will examine the water, gas and electric. Where applicable, fuel oil consumption of the selected units will be audited. In addition, building systems and their envelopes will be analyzed to determine what improvements could be made to reduce energy use.

A comprehensive energy analysis report will be prepared detailing energy and cost savings that would result from recommended energy conservation measures (ECM's). The report will:

- Identify potential energy cost savings measures for installation or implementation at each site or unit.
- Estimate the capital and operational cost and savings and the life expectancy of each ECM.
- Specify PHA operations and maintenance procedures, which will be affected by the installation and implementation of the proposed ECM's.

The primary purpose of the report is to provide an engineering basis for negotiating an energy service agreement between the PHA and the ESCO in phase II.

Expected Outcomes

- Provide detailed analysis of utility consumption patterns for approximately 25% of the public housing inventory.
- Identify potential energy cost saving measures that could be implemented.
- Provide a detailed engineering and fiscal report, which will provide the basis for negotiating, proposed Guaranteed Energy Savings Contracts with ESCO's in phase II.

Implementation Schedule

Identify and contract with selected Energy Service Contractors
(ESCO's) to conduct auditsYr 1 Month 4
Contractor conduct audits and analysis of 4,000 units.....Yr 1 Month 8
Present and review detailed report to PHAYr 1 Month 8

ENERGY PERFORMANCE CONTRACTING PROGRAMS

Negotiation of Guaranteed Energy Savings Contract

Phase II of the Energy Performance Contracting program is the negotiation of a Guaranteed Energy Savings Contract. Using the Comprehensive Energy Analysis Reports from Phase I, the PHA will negotiate with the Energy Service Contractors utilized in the audit phase, or, PHA may elect to act as it's own ESCO in the implementation phase of the program. Move to Work designation will allow the PHA to maximize it's leverage in negotiations with ESCO's by retaining the ability to act as it's own ESCO.

When the Program Proposals for implementation have been received from the two ESCO's, PHA and its consultants will make a detailed evaluation of the technical and practical merits of the proposed technologies, systems and equipment. Concurrently, the prices quoted for equipment and installation will be compared to market prices and prevailing costs for similar services. In parallel effort, the savings potential of the proposed program will be scrutinized to assure that it has not been unduly over or understated by the ESCO.

The PHA negotiating position will be strengthened because of its pre-approved ability under MTW to become its own ESCO without having to deal with the administrative conditions of HUD. In addition to these advantages, the PHA will receive relief from HUD's extensive regulations pertaining to Energy Performance Contracting with other ESCO firms. The PHA will take advantage of the full fungibility of funds in pursuing mixed financing for capital improvements and expects that the administrative burden of HUD's extensive regulations that govern the use of mixed financing would greatly be reduced. If all the above is implemented, the PHA will realize savings both from energy reductions and from the removal of administrative burdens.

Expected Outcomes

- Achieve relief under MTW to extensive HUD regulations pertaining to ESCO's.
- Allow PHA ability to elect to become it's own ESCO, enhancing our negotiating position with ESCO's.
- Achieve full fungibility of funds in pursuing a mixed financing approach to capital improvements for energy cost reduction.
- Achieve operational and capital cost savings from energy reductions and removal of administrative burdens.

Implementation Schedule

Detailed evaluation of Comprehensive Energy Analysis

Reports by PHA and it's consultants..... Yr 1 Month 10

Develop scope for proposed Guaranteed Energy Savings Contract

with Energy Service Contractors..... Yr 2 Month 2

Negotiate Guaranteed Energy Savings Contract with ESCO's.....Yr 2 Month 4

Select ESCO or PHA elect to become it's own ESCO..... Yr 2 Month 4

ENERGY PERFORMANCE CONTRACTING PROGRAMS

Implementation of Energy Conservation Measures and Guaranteed Energy Savings Contract

Description

Phase III of the Energy Performance Contracting program involves the implementation of capital and operational Energy Conservation Measures agreed to under the Guaranteed Energy Savings Contract.

PHA and or its partner Energy Service Contractor will make capital improvements to selected units and developments. Improvements will be made possible through the use of fungible funds equal to the amount of the projected savings to cover debt service. Operational improvements will also be implemented, resulting in savings in utility consumption and maintenance. This will involve training and improved monitoring systems for utility consumption.

Move to Work will allow PHA to lock in for ten years our utility consumption levels, which is based on a rolling average of the prior three years. As actual utility consumption levels decrease and savings are realized, PHA will be able to add the savings to the fungible pool and pay the debt service on the energy related capital improvements, and utilize it for non-energy programs as well.

Expected Outcomes

- Improved energy efficiency of PHA housing stock.
- Cost savings achieved by capital and operational improvements.
- Improved systems for tracking utility utilization.
- Financial flexibility in the use of utility subsidy and capital financing.

Implementation Schedule

Implement capital improvements negotiated and required by the
Guaranteed Energy Savings Contract..... Yr 2 Month 6

Develop, train PHA staff and implement operational improvements under
Guaranteed Energy Savings contract..... Yr 2 Month 6

Install new metering and other measurement devices to allow
for monitoring of the performance of the improvements..... Yr 2 Month 6

Finance capital improvements using new flexibility under
MTW. Utilize cost savings for debt payment on energy-related
capital and operational improvements, and other non-energy
related improvements. Yr 2 Month 6

ENERGY PERFORMANCE CONTRACTING PROGRAMS

Monitoring, Evaluation and Expansion of Energy Performance Contracting

Description

The final phase of the Energy Performance Contracting program involves the ongoing monitoring and evaluation of the program and possible future expansion of the program to additional units and developments.

PHA and its contractors will install new meter systems to track the energy utilization at targeted units at the unit, floor or building level. This will provide for the first time, a much greater level of control on energy utilization. The capital improvements and operational improvements will also be tracked and analyzed to ensure that PHA will realize the expected and agreed upon cost savings.

Finally, based on the anticipated success of this program, PHA will expand the Energy Performance Contracting program to additional units and developments. Experience developed in the initial pilot will strengthen subsequent Energy Performance Contracting.

Expected Outcomes

- Improved systems for tracking utility utilization.
- Cost savings achieved by capital and operational improvements.
- Experience that will enhance subsequent Energy Performance Contracting.

Implementation Schedule

Install new metering and other measurement devices to allow
for monitoring of the performance of the improvements. Yr 2 Month 6

Monitor capital improvements and operational improvements
to ensure agreed upon level of energy utilization and cost savings Yr 2 Month 6

Evaluate Energy Performance Contracting Program
and expand to other units and developments Yr 3 Month 6

Table 1. Philadelphia Housing Authority Proposed Plan for Moving To Work

Mission	To Provide Quality Housing For Low and Very Low Income Families of Philadelphia Well Into The 21st Century By Improving Facilities, Achieving Excellence in Property Management, Providing Opportunities for Resident Economic Enhancement, and By Forming Strategic Partnerships With The Wider Community.							
Objectives	Streamline Redevelopment of Scattered Site Neighborhoods.			Establish A Comprehensive Family Self-Sufficiency Program.	Convert Existing Section 8 Housing Assistance Program to the Philadelphia Leased Housing Assistance Program.			Implement an Energy Performance Contracting Program.
Programs	Implement Asset Management/Development Strategy for Scattered Sites.	Assist Non-PHA Families in Targeted Neighborhoods To Establish PHA as a Positive Influence in Neighborhood Revitalization.	Designate percentage of modernized units in neighborhoods to qualified very low income households.	Establish Comprehensive Family Support Services Program.	Achieve Excellence in the Management of Leased Housing Assistance Program Including Program Compliance.	Project-Based Assistance Program.	Implement Public Safety Programs That Promote The Well Being of Our Neighborhoods and the Accountability of Program Participants.	Perform Utility Audit of 4,000 Dwelling Units at 20 Conventional Sites.
	Directly Participate in Mayor of Philadelphia's Neighborhood Transformation and Blight Elimination Program.	Replace 4,000 Dwelling Units Lost Since 1996.	Develop Mixed-Financing Packages for Targeted Neighborhoods.	Establish 6 One-Stop Shops.	Complete Establishment of Five Neighborhood Service and Enforcement Centers.	Ensure Leased Housing Property Owners Meet Criteria for Program Participation.	Implement Microloan Program to Enable Leased Housing Property Owners to Finance Repairs and Modernization.	Negotiate Guaranteed Energy Savings Contract.
	Streamline Demolition, Disposition, Deprogramming and Application Process for Scattered Sites.	Establish Revised Criteria for Selecting Developers for Redevelopment Projects.	Establish Flat Rents.	Establish a Comprehensive Employment and Training Services Program.	Develop and Implement Resident Focused Tenant Responsibility and Lease Enforcement Programs.	Improve Distribution of Leased Housing Assistance Throughout City.	Establish Community Partnerships To Assist PHA in Promoting Public Safety Programs With Accountability.	Implement Energy Performance Program Recommendations.
	Establish Flexible Standards for Site Acquisition.	Establish Effective Housing Assistance Payment.	Establish Relationship With FHA as a Preferred Developer.	Establish a Comprehensive Economic Development and Entrepreneurial Training Program.	Provide Counseling and Support Services to Promote Opportunities in Neo-Traditional and Non-Traditional Neighborhoods.	Implement Targeted Site-Based Waiting List Initiatives.	Improve Program Compliance, Reporting, Performance and Accountability.	Monitor Performance and Implementation Options for Remainder of Public Housing Units.
Certify	At least 75% of the families assisted will be very low income households at the time they enter the program.							
	PHA would establish a reasonable rent policy to encourage employment and self-sufficiency.							
	PHA would continue to assist substantially the same total number of low-income families as were assisted before MTW.							
	PHA would assure that assistance would go toward housing that meets HUD standards.							
Outcome	Neighborhood Blight Elimination.	Improved Housing Stock Quality.	Neighborhood Stabilization.	Rental Housing Stock Stability.	Neighborhood Investment.	Neighborhood Transformation.	Neighborhood Balance.	Improve Economic Diversity in City Neighborhoods.
	Increased Homeownership.	Increased Resident Self-Sufficiency.	Decreased Federal Costs.	Preserve Supply of Rental Housing for Non-Assisted, Moderate-Income Households in the City.	Reduce Energy Costs and Consumption.	Preserve Low Income Housing Assistance.	Nationwide Model Program.	Preserve PHA Housing Stock.

OPTIONAL PUBLIC HOUSING ASSET MANAGEMENT TABLE

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and III Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
James Weldon Johnson House PA002001	535 Family							
Tasker Homes PA002002	957 Family		546 units being considered for HOPE VI. Potential bond financing	Demo/Dispo application to be submitted to HUD.	72 elderly units proposed.		100 Homeownership units proposed	
Tasker Homes PA002008	77 Family		New Community Center and Recreation Park.	77 Units Demolished				
Richard Allen Homes PA002003	1,135 Family		HOPE VI Site: Revised Plan approved by HUD	Demolition of 1001 Dwelling Units and Community Center. Potential disposition to private owner. Disposition by long-term lease of 12 units to MCP/Hahnemann for medical clinic.	80 unit Gladys B. Jacobs designated elderly built off site. Approved by HUD 12/29/97.	Activities underway as HOPE VI Project; 605 Units subject to conversion to tenant-based assistance or demolition	May include homeownership component.	
Raymond Rosen PA002010 - On-site	308 Existing; 47 New Infill.		Redevelopment Underway					
Wilson Park PA002013	741 Family, Low-rise; Elderly, High-rise		Rehab or new construction of low rise units	12 Awaiting Demolition	258 Unit Elderly Designation Approved			
Norris I Apartments PA002014	157 Family High Rise		Under consideration as HOPE VI joined with neighboring Scattered Sites. Renovation completed.					
Harrison Plaza PA002015	300 Family High and Low Rise							
Cambridge Plaza PA002016	372 Family High and Low Rise		Section 202 Site, under consideration as HOPE VI Project. 372 Units to be demolished.	Implosion scheduled for Spring 2001. Possible disposition to private owner.		Relocation activities underway and nearly complete.	May include homeownership component.	
Mill Creek Apartments PA002017	179 Family High Rise		Section 202 Site, under consideration as HOPE VI Project.	179 High Rise Units Pending Demolition		Relocation completed, demolition will complete this component.		

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Arch Homes PA002018	77 Family							
Spring Garden Apartments PA002020	203 Family							
Schuylkill Falls PA002021	266 Family + 448 high rises deprogrammed		Hope VI Site: Revitalization Plan Approved. Phase 1 demolition complete	448 Units Demolished; 266 Units being Demolished.			Homeownership proposed for 150 Units, 33 affordable to families at 50% of median	
Liddonfield Homes I PA002023	412 Family Low Rise							
Queen Lane I Apartments PA002024	120 Family						Homeownership Proposal to be Submitted for 19 Units	
Hill Creek Apartments I PA002029	258 Family		26 Unit rehab underway					
Abbottsford Homes PA002030	700 Family		Rehab or new construction of balance of units (470). Completion ongoing for units under construction	12 Units Demolished			Homeownership Under Consideration	
Bartram Village PA002031	500 Family							
Oxford Village PA002032	200 Mixed							
Whitehall Apartments I PA002034	189 Family		Renovation of Whitehall II underway. Whitehall I to begin renovation.					
Haddington Homes PA002035	150 Family							

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Martin Luther King Plaza PA002036	538 Family		Hope VI Site of 247 Units; Revitalization Plan Approved; Tax Credit Application approved; 9% Tax Credit App submitted June 2000. Develop and implement Acquisition Plan for Scattered parcels. Construction to follow PHFA September 15, 2000 tax credit closing deadline.	538 Units Demolished and Long-Term Ground Lease		Implementation of Section 202 through HOPE VI	109 Homeownership Units Under Consideration	
Morton Homes PA002037	65 Family							
Hill Creek II Apartments PA002038	82 Family		24 Unit rehab underway					
Westpark Apartments PA002039	327 Family High Rise			Reduced by 54 Unit Conversions				
Norris II Apartments PA002040	169 Family		Under consideration as HOPE VI in conjunction with neighboring Scattered Sites					
Mill Creek II Apartments PA002041	265 Family Low Rise							
Champlost Homes PA002042	102 Family							
Queen Lane Homes II PA002043	19 Family						Homeownership proposal to be submitted	
Mantua Hall PA002045	152 Family			Reduced by 1 Unit Conversion				
Haverford Homes PA002046	24 Family							
Morton Homes II PA002049	185 Family							

OPTIONAL PUBLIC HOUSING ASSET MANAGEMENT TABLE

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Blumberg Apartments PA002050	510 High/Low Rise: Family & Elderly		Rehab 58 townhouses. Rehab of second tower completion		94 Units Approved for Elderly Designation	Submission of Conversion Plan to HUD for One-Stop Shop for Community Support Services. Approved by HUD on 10/24/00.		
WhitmanPark PA002051	Originally 120 Units, Total development slated for homeownership		Homeownership development; plan to complete sales in FY 2000	61 Units Sold			Turnkey III released for occupancy 1980-1982	
Passyunk Homes PA002052	692 Family		Section 202 Site. All Units to be Demolished. Possible Disposition for Economic Development	692 Units to be Demolished		692 Unit Conversion Underway		
Southwark Plaza PA002053	874 Family		470 Unit Development Site. 460 Units completed. Increasing the number of ACC units at this location.	709 Units Demolished	165 Units in rehabbed building			
Parkview Apartments PA002055A	20 Elderly Low Rises				20 Units Approved for Elderly Designation			
Fairhill Apartments PA002055B	294 Family			Reduced by 4 Unit Conversions. 30 efficiency units deprogrammed				
Liddonfield Homes II PA002058	51 Elderly							
Paschall Homes PA002061	223 Family							
Point Breeze Court PA002062	71 Family				71 Units Approved for Elderly Only			
Katie B. Jackson PA002063	59 Elderly 9 Family		Extension requested for 1992 HOPE I Planning Grant for Homeownership Feasibility		59 Units Approved for Elderly Only Designation		Homeownership Conversion Feasibility Study Underway	
Whitehall Apartments II PA002064	69 Family		69 Unit Rehab. New construction of resident services center and swimming pool. Acquisition Plan may be submitted.					

OPTIONAL PUBLIC HOUSING ASSET MANAGEMENT TABLE

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Collegeview Homes PA002065	54 Elderly				54 Units Approved for Elderly Designation Only			
Holmecrest Apartments PA002066	84 Elderly				84 Units Approved for Elderly Designation Only			
Emlen Arms PA002076	172 Elderly High Rise		Deprogrammed 32 Efficiency Units Approved		172 Units Approved for Elderly Designation Only			
Bentley Hall PA002077	100 Family				100 Units Approved for Elderly Designation Only			
Plymouth Hall PA002079	69 Elderly High Rise				69 Units Approved for Elderly Designation Only			
Germantown House PA002083	220 Elderly High Rise				220 Units Approved for Elderly Designation Only			
West Park Plaza PA002093	66 Elderly							
Brown Street Village PA002096	Originally 87 Units; total development slated for homeownership		Homeownership development. Site to be fully sold in FY 2000.	75 Units Sold			Turnkey III Released for Occupancy in 1980-1982.	
Cecil B. Moore Homes PA002100	30 Family		Homeownership conversion plan to be submitted for all 30 Units.				Section 32 Plan Jan 2001	
Herbert Arlene Homes PA002104	32 Family		Homeownership conversion plan to be submitted for all 32 Units.				Section 32 Plan Jan 2001	
Gladys B. Jacobs PA002114	80 Family				80 Units Approved for Elderly Only.			

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Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and III Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
Raymond Rosen Off-Site PA002126	152 Family		Redevelopment Underway. Off site parcel settlement complete. Building 152 replacement units. Mixed finance closing scheduled for October 16, 2000. Develop and implement acquisition Plan for Scatter Site units.	Submitting Demo/Dispo application for HUD approval.				
Spring Garden Revitalization: Phase 1 PA002127	97 Family		72 ACC only units under construction. Financial and real estate closing completed April 2000.	Dispo App approved and ground lease executed for 33 scattered sites properties	6 units elderly designation to be submitted			
Spring Garden Revitalization: Phase 2 PA002127	TBD		In planning phase for mixed finance development	Probable disposition by ground lease to developer.	Possible elderly unit designation			
Scattered Sites PA002004	1,869 Family		33 Units sold under 5H since 1984	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002005	21 Family Units			All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002012	988 Family Units		11 Units sold under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	

OPTIONAL PUBLIC HOUSING ASSET MANAGEMENT TABLE

Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and III Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
Scattered Sites PA002025	41 Family Units		1 Unit Sold Under 5H Since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002060	173 Family Units		7 Units Sold Under 5H Since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002067	412 Family Units		9 Units Sold Under 5H Since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002069	958 Family Units		4 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002078	14 Family Units			All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002080	604 Family Units		14 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	

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Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and III Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
Scattered Sites PA002081	514 Family Units		8 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002085	446 Family Units		6 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002087	14 Family Units			All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002088	379 Family Units		7 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002091	248 Family Units		5 Units Sold Under 5H since 1984.	All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	
Scattered Sites PA002092	95 Family Units			All units are potentially subject to demolition or disposition*.			Revised Comprehensive Homeownership Plan to be submitted to HUD by January 2001.	

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Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and III Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
Mt Sinai: ACC Only	37 Elderly Units		ACC Only. Construction underway		37 Elderly Units submitted to HUD for approval			
Mt. Sinai Towers	Elderly and Assisted Living Units		Site-Based Waiting List; possible acquisition plan needed.		Designation Plan needed.			
St Anthony's Senior Residence: ACC Only	38 Elderly Units	Possible PHA Capital Fund contribution.	ACC Only. Construction complete. Mixed finance proposal and evidentiaries submitted to HUD		38 Elderly Units submitted to HUD for approval			
Inglis House	120 Units (Disabled)		Site-Based Waiting List	Demo/Dispo application to be provided to HUD.	Disabled Housing Designation being Considered			
WCRP	23 Family Units		Provide possible Capital Funds and ACC subsidy.	Dispo/Demo application to be submitted to HUD.				
Scattered Site Acquisition: City-Wide	100 Family Units		Acquisition Plan to be developed and implemented.				Possible Homeownership component.	

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Name, Number and Location	Number and Type of Units	Capital Fund Program, Parts II and III Component 7a SEE ATTACHMENT B	Development Activities Component 7b	Demolition/Disposition Component 8	Designated Housing Component 9	Conversion Component 10	Home-ownership Component 11a	Other (Describe) Component 17
Multi-Family Units	368 Family Units		Develop and implement Acquisition and Development Plan. Site-Based Waiting List.		Possible Elderly Only designation.			
New Scattered Site/Infill Housing Development	117 Family Units		Acquisition Plan to be developed and implemented. New construction of family units throughout the city.	Demo/Dispo application may be required.			Possible Homeownership component.	
City Trust Scattered Site Homeownership Initiative	Up to 15 Units		May submit site-based waiting list; and a request for ACC assignment.				Up to 15 Homeownership units.	
Sarah Allen Rental Project	6 Family Units		Site-Based Waiting List. ACC only.		May Submit Designated Housing Plan for Disabled.			
Up to 5 Scattered Site ACC Only, City-Wide	TBD		Site-Based Waiting List. ACC only.					
Up to 500 Scattered Site Units may be subject to disposition City-Wide.	TBD							
* Approximately 374 Scattered Site Properties have been identified for demolition or disposition for Master Planning purposes.								